



COLOMBIA LAND AND RURAL DEVELOPMENT PROGRAM

FY15Q1 QUARTERLY REPORT
OCTOBER – DECEMBER 2014

JANUARY 2015 / REVISED FEBRUARY 6, 2015

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ACRONYMS AND ABBREVIATIONS

ACIP	Afro-Colombian and Indigenous Program
AMEP	Activity Monitoring and Evaluation Plan
APS	Annual Program Statement
CISA-SAE	<i>Central de Inversiones-Sociedad Activos Especiales</i> (Special Assets Corporation)
CMDR	<i>Consejo Municipal de Desarrollo Rural</i> (Municipal Council for Rural Development)
CODHES	<i>Consultoría para los Derechos Humanos y el Desplazamiento</i> (Consultancy for Human Rights and Displacement)
CONSEA	<i>Consejo Departamentales de Desarrollo Rural</i> (Departmental Council for Rural Development)
COR	Contracting Officer's Representative
CPT	<i>Centro de Productividad del Tolima</i> (Tolima Productivity Center)
CSJ	<i>Consejo Superior de la Judicatura</i> (Superior Judicial Council)
DP	<i>Defensoría del Pueblo</i> (Ombudsman's Office)
DNE	<i>Dirección Nacional de Estupeficientes</i> (National Narcotics Directorate)
DNP	<i>Departamento Nacional de Planeación</i> (National Planning Department)
e-PORT	Electronic Program Observation Reporting and Tracking
ESAP	<i>Escuela Superior de Administración Pública</i> (National School of Public Administration)
ESB	Enterprise Service Bus
FARC	<i>Fuerzas Armadas Revolucionarias de Colombia</i> (Revolutionary Armed Forces of Colombia)
FFD	Fixed-Fee Deliverable
FNA	<i>Fondo Nacional Agrario</i> (National Agrarian Fund)
GOC	Government of Colombia
ICT	Information and Communications Technology
IGAC	<i>Instituto Geográfico Agustín Codazzi</i> (Agustín Codazzi Geographical Institute)
IKM	Information and Knowledge Management
INCODER	<i>Instituto Colombiano de Desarrollo Rural</i> (Colombian Institute for Rural Development)
ISP	Institutional Strengthening Plan
LRDP	Land and Rural Development Program
LRU	Land Restitution Unit
M&E GOC	Monitoring and Evaluation of the Government of Colombia, Component 4 of LRDP
MARD	Ministry of Agriculture and Rural Development
MCC	Multidisciplinary Case Clinic
MGA	<i>Metodología General Ajustada</i> (General Adjusted Methodology)
MinTIC	<i>Ministerio de Tecnologías de la Información y las Comunicaciones</i> (Ministry of Information Technologies and Communications)
MONITOR	USAID/Colombia's Information and Monitoring System
NDP	National Development Plan
NDT	<i>Nodo de Tierras</i> (Land Node)
NGO	Nongovernmental Organization
ORIP	<i>Oficina de Registro de Instrumentos Públicos</i> (Office of Public Registry)
PARES	Planes de Articulación Regional (Regional Coordination Plans)
PAT	Regional Action Plan
PDRIET	<i>Programa de Desarrollo Rural Integral con Enfoque Territorial</i> (Comprehensive Rural Development Program with a Regional Focus)
PPP	Public-Private Partnership
QSR	Quarterly Strategic Review
RIA	Rapid Institutional Assessment
SINERGIA	<i>Sistema Nacional de Evaluación de Resultados de la Gestión Pública</i> (National System for Evaluation of Public Sector Performance)
SNARIV	<i>Sistema Nacional de Atención y Reparación Integral a las Víctimas</i> (National System for Victims' Assistance and Comprehensive Reparations)
SNR	<i>Superintendencia de Notariado y Registro</i> (Superintendent of Notary and Registry)
SOP	Standard Operating Procedures
STARR	Strengthening Tenure and Resource Rights
STTA	Short-Term Technical Assistance
TOT	Training-of-Trainers
UPRA	<i>Unidad de Planificación de Tierras Rurales, Adeuación de Tierras y Usos Agropecuarios</i> (Rural Agricultural Planning Unit)
USAID	United States Agency for International Development



1. INTRODUCTION AND BACKGROUND

The USAID/Colombia Land and Rural Development Program (LRDP) began at the end of July 2013 and is a five-year task order under the Strengthening Tenure and Resource Rights (STARR) Indefinite Quantity Contract. As an institutional strengthening initiative, LRDP is designed to help the Colombian government (GOC) improve its ability to resolve the many complicated land issues that have plagued the country and fueled conflict for years. Rather than taking a short-term approach by resolving these issues directly for the GOC, LRDP strives for greater long-term impact by helping to prepare GOC entities for the eventual signing and ratification of the Peace Accords.

LRDP's four integrated objectives also form the program's structural components:

1. Increase capacity of the GOC to restitute lands to victims of conflict (Restitution Component);
2. Strengthen the capacity of the GOC to formalize rural property (Formalization Component);
3. Increase opportunities for sustainable licit rural livelihoods in conflict-affected areas (Rural Development Component); and
4. Strengthen the GOC's capacity to monitor and evaluate restitution, formalization, and rural development programs to restitute land, issue land titles and promote sustainable rural development (Monitoring & Evaluation GOC Component).

No matter how an activity is developed, LRDP initiatives help the GOC understand and respond to the different needs of women and ethnic minorities.

The Program achieves results through the following approaches:

- Delivering *technical solutions* to improve the efficiency of land management and rural development processes.
- Helping design and institutionalize *training strategies and modules* as part of the program's efforts to strengthen land and rural development institutions.
- Delivering *high-level policy and legal guidance*, to ensure that the regulatory environment is conducive to land and rural development reform.
- Improving *information and communications technology* (ICT) tools to optimize the availability, quality and timeliness of relevant information and data.
- Promoting *community participation* by helping to build a stronger link and to increase trust between GOC entities and communities.

To see LRDP's second year activities classified by strategic approach, please see Annex G.

2. EXECUTIVE SUMMARY

2.A EXECUTIVE SUMMARY - STATUS AND PROGRESS OF LRDP SUPPORT TO GOC

LAND RESTITUTION

The Colombian government has advanced in the implementation of the land restitution component of the 2011 Victims and Land Restitution Law (please see bar graphs), but a wide gap persists between the number of cases the Land Restitution Unit (LRU) originally estimated it would process before the law expires in 2021 (360,000),¹ the number of requests it has received for entry into the registry of abandoned and stolen land to date (72,623), those claims actually entered (9,711) and cases with a judicial sentence (1,852)² (please see triangle graph).

Three things help explain these low numbers: 1. Inadequate legal framework (some argue that the current system relies too heavily on judicial determinations in certain cases, such as properties classified as *baldíos* or when there is no opposition, where administrative decisions might be more appropriate); 2. Complex security conditions (undertaking restitution in the midst of an ongoing armed conflict is an ambitious task and a significant number of restitution claims include plots that fall outside macro and micro-focalization zones, which are areas the government has designated as safe enough for restitution to proceed, and therefore cannot be accepted into the registry); and 3. Lack of reliable and updated land data and information sharing tools (without reliable knowledge management practices and technological platforms to store and share information, GOC entities rely on disorganized, manual processes that may complicate and slow restitution processes).

Cumulative Land Restitution Policy Progress From 2013-2014

Number of restitution cases resolved

Source: LRU – Sinergia, *as of December 31, 2014



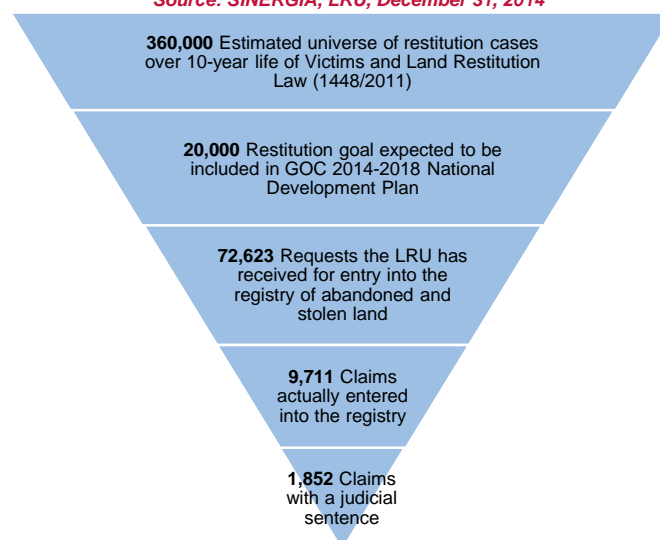
Number of restitution cases with an administrative decision

Source: LRU – Sinergia, *as of December 31, 2014



ANALYSIS OF LAND RESTITUTION PUBLIC POLICY IMPLEMENTATION

Source: SINERGIA, LRU, December 31, 2014



¹ This estimate is controversial and has been contested by LRU leadership and others, but in 2011, the National Council of Economic and Social Policy (CONPES in Spanish) issued policy guidelines to finance and ensure sustainability of the Victims and Land Restitution Law, using 360,000 as a reference point for the GOC's plans and projections. This figure was based on a calculation that consolidated information on abandonment and possible land takeovers from previous government restitution efforts, and, in a rigorous statistical process, was corroborated by data from the Monitoring Commission of Public Policy on Forced Displacement's Third National Verification Survey. The new GOC administration is currently defining targets for the 2014-2018 period, which will be finalized with the passage of the National Development Plan Law later this year. In the document "Bases del Plan Nacional de Desarrollo 2014-2018 – DNP," the GOC establishes the restitution goal for 2018 as 20,000.

² Source: SINERGIA, LRU, December 31, 2014

In terms of improving the *quality* of restitution cases, LRDP has focused efforts on supporting relevant actors to understand the specific circumstances and

The LRU lacked a methodology to guide its intervention on plots with secondary occupants. In response, LRDP validated a secondary occupant classification methodology and applied it to **63 case classifications**, a number of which were included in recent restitution claims brought forth by the LRU Sucre Office. The Program also came up with recommendations for the LRU to approach the secondary occupant situation and to better structure its secondary occupant program.

In addition to speeding up the restitution process, LRDP is also committed to ensuring that policy implementation recognizes and respects different realities, such as those faced by people living with a disability. LRDP provided technical assistance to the LRU to secure the inclusion of more gender/age/disability-sensitive variables in official forms. A key modification concerned disability. Although the LRU did ask about this previously, the question was limited to only asking about the title holder's status. In suggesting the LRU modify the form to collect more disaggregated data (asking about disability of all members of the family group), LRDP helped position the LRU to be better able to ensure the restituted plot is accessible by the entire family.

Secure land tenure (i.e. formalization) increases the value of property, allows the government to provide better services (since it will know *who owns what*), and it is fundamental for rural development to happen. Other countries, like Peru, have demonstrated that investment in rural areas begins to flow when a block of land is formalized. Currently, weak protection of land rights has both made massive displacement possible and contributed to a depressed rural economy. High levels of informal land tenure have led to distortions in the rural land market, reduced investment, reinforced majority male dominated land rights, and facilitated inefficient land use patterns.⁴ The scope of the formalization challenge is enormous and current policy mechanisms and operational procedures are woefully inadequate to address the problem.

4 Please see “Country Development Cooperation Strategy 2014-2018: A Path to Peace,” USAID, June 13, 2014, <http://www.usaid.gov/sites/default/files/documents/1862/USAID%20Colombia%20CDCS.pdf>

HOW IS LRDP RESPONDING TO MAJOR CHALLENGES TO LAND FORMALIZATION?

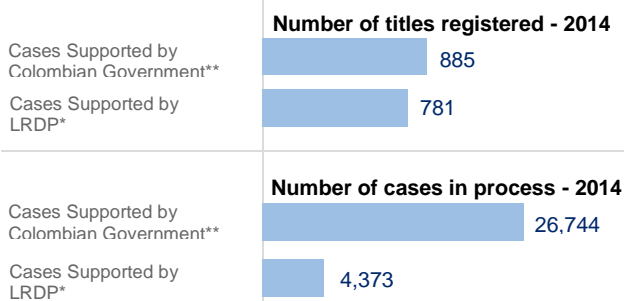
FIVE KEY PROBLEMS	WHAT ACTION IS LRDP SUPPORTING THE GOC TO UNDERTAKE TO SOLVE THIS PROBLEM
Diverse studies and field pilots conducted by MARD's Rural Property Formalization Program and others demonstrate that the principal bottlenecks preventing necessary large-scale formalization include:	The current GOC administration is moving toward a more systematic formalization policy that includes planned interventions. LRDP is supporting this approach through the following activities:
<i>Out-dated and complex legal and regulatory framework</i>	The current normative framework must change to allow the GOC to formalize property on a massive scale for both private and public properties. The Program is helping to draft a formalization bill to allow massive formalization to take place, improving existing agrarian processes for recovery of illegally appropriated state lands and strengthening legal jurisdiction governing agrarian/rural property issues.
<i>High costs and perverse incentives that encourage informality</i>	Developing incentives that encourage formalization by reducing costs, shortening processing times, and creating other incentives to encourage formalization; promoting a culture of formality through work with civil society to promote sustainability of results; and, harmonizing policies/actions to make sure that beneficiaries of formalization programs, particularly small-and medium-sized farmers, have access to the benefits of formalization.
<i>Inadequacy and inaccessibility of current institutional structure to meet formalization demands</i>	Disseminating information about property formalization by strengthening information systems, particularly those related to the rural cadaster and land registry parcel data.
<i>Lack of property information that is reliable, up-to-date, accessible and consistent across various state entities' databases</i>	Making institutional adjustments to facilitate implementation by restructuring national institutions, including the creation of a National Land Authority; improving land governance at the local and regional level through the use of Municipal Land Formalization Plans; and, expediting recovery and reversion of state lands, facilitated by the creation of a new Land Fund established through the peace accords.
<i>Weak institutional capacity at the municipal and regional level</i>	Stressing the importance of a comprehensive approach to formalization processes by developing a differential stance aimed at ensuring equal rights and opportunities for historically marginalized and vulnerable social groups and by harmonizing and linking formalization efforts with other relevant state-supported processes, such as restitution and rural development programs.

As can be seen in the graph “Progress Towards Land Formalization”, both GOC and LRDP achievements in terms of titles registered and cases in process are mere drops in an enormous bucket. Within Colombia’s current socio-political context, making significant process on formalization will take time. However, LRDP’s support to the GOC to design and implement a systematic land formalization strategy, reduce costs, review and revise the legal framework, and build local capacity to rollout reforms are oriented toward long-term results on a massive scale. Given the restraints outlined above, these are not expected to have an immediate impact. While the Program’s methodical approach may not yield fast numbers, it is the only way to proceed given the magnitude of the problem and the importance of sustainable and inclusive solutions.

Progress Towards Land Formalization

*Titles registered and cases processed with LRDP Support. Source: Massive Registration of Adjudicated Land Committee Minutes, May 27, 2014, CONSUCOL Case Review and INCODER database cross-reference | **Titles registered and cases processed by the GOC Ministry of Agriculture and Rural Development Rural Property Formalization Program

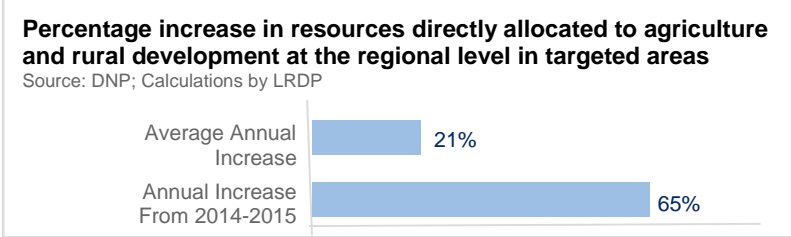
1,700,000 approximate number of informal land plots
(48% of the total number of rural properties)



RURAL DEVELOPMENT

Two key driving factors of rural development and socioeconomic progress in the countryside include an increase in public investment in rural municipalities and departments, which is the responsibility of the national Colombian government, and investment of budget allocations in rural

development sectors and activities, which falls on the shoulders of regional entities. Perhaps more so than ever before, the national government has made the rural sector a priority, as demonstrated by increased budget allocations for 2015 and the MARD's emphasis on decentralizing its support – i.e. empowering regional entities. This is a step in the right direction. The 65 percent annual increase in resources directly allocated to agriculture and rural development at the regional level shown in the chart above is a welcome change, but it alone is not sufficient to create the conditions for rural growth. Doing so implies enhancing the ability of new and reformed GOC institutions to accelerate the land restitution process and speed the issuance of land titles, spurring private sector investment in former conflict zones and building the capacity of producer organizations to deliver services to their members.⁵ Furthermore, resources allocated in Bogotá remain far away from the lives of *campesinos* until funds actually start to flow through agile mechanisms (i.e. rural public entities must be able to effectively spend allocated resources). LRDP's principal role is to serve as a bridge between the rural citizenry and the GOC – to ensure investment reaches those most in need and to help facilitate joint actions across local, regional and national levels of government in the service of improved quality of life for the Colombian *campesino*.



Building local capacity to plan for and manage public funds through support to both individual and organizational human resources is an important part of this linkage function. In line with this goal, this quarter the Program trained 743 people on rural development topics around the country and, in coordination with regional entities in Montes de María, LRDP built capacity of 54 public officials and 41 representatives of producer and *campesino* associations to use the government budget request format (known as the general adjusted methodology, MGA) to develop projects and resource management plans. Forty-nine MGA-structured projects were developed (45 municipal, 4 departmental).

At the same time, LRDP is engaged with three major and historically significant GOC initiatives:

1. *The June 2013 Preliminary Peace Accord on Agrarian Affairs, which mandates the adoption of a comprehensive approach to rural development with a regional focus* -- The Program provided inputs to the National Development Plan that called for defining the Comprehensive Rural Development Program with a Regional Focus (PDRIET) as an instrument to formulate and implement rural development policy with a gender-sensitive approach and has advanced PDRIETs in LRDP focus regions (please see page 21 for detailed progress per region). Later this year and throughout the rest of the program, LRDP will focus on supporting the implementation of productive supply chains and public private partnerships (PPPs), which are core areas of PDRIETs.
2. *The September 2013 Grand Agrarian Pact, originally intended to provide resources for community generated projects and served to collect policy suggestions from the grassroots level* -- LRDP responded to the GOC's request for assistance in the design and roll out of the Pact. Key areas of support included direct technical assistance to develop participatory methodology for municipal and departmental rural development council meetings, subcontracts with three organizations to raise awareness of the Agrarian Pact and provide

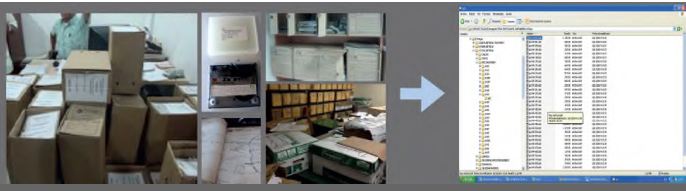
5 Please see "Country Development Cooperation Strategy 2014-2018: A Path to Peace," USAID, June 13, 2014, <http://www.usaid.gov/sites/default/files/documents/1862/USAID%20Colombia%20CDCS.pdf>

assistance to communities to structure 119 project funding proposals in 34 municipalities and four departments, and a subcontract with *Fundación Ideas para la Paz* (FIP) to gather, classify, analyze and systematize public policy inputs for MARD. While current MARD officials are not emphasizing the Agrarian Pact, they are working on the Regional Coordination Plans (PARES) initiative to increase the flow of resources and support to the regions. LRDP is working with the MARD to push this initiative forward.

3. *The 2014 National Planning Department (DNP) Rural Mission, which is developing a new 20-year public strategy to reduce the large urban/rural poverty gap and increase the competitiveness of the rural sector --* LRDP inputs related to rural development focus on strengthening the role of Secretaries of Agriculture as a sector agency with its own budget and a proposal for a new institutional framework for regional rural development, proposing participation, fiscal decentralization, flexibility, increased regional capacity, defined rural public policies, empowerment of local actors, and evaluation and follow up as its ideal attributes.

MONITORING AND EVALUATION GOC

LRDP contributes to building government-wide capacity to manage and share land information in order to streamline and scale up restitution and formalization processes in Colombia. Previous efforts to overhaul data management and exchange processes have faltered, primarily because institutions were unwilling to cede control over information they manage. However, since 2011, with the passage of the Victims and Land Restitution Law, relevant GOC entities must participate in the National Information Network (RNI). In conjunction with the launch of this network, LRDP is supporting the RNI Land Committee to build an information clearinghouse known as the “Land Node” (NDT). Developed with the political sensitivities of GOC entities in mind, the NDT will only provide access to land data. Management of the data, including creation and editing, will remain the responsibility of each entity involved.



Modernizing Colombian Land Information Systems Facilitates Formalization and Restitution, Key Conditions for Inclusive Rural Economic Growth

LRDP is supporting the GOC to manage and share critical land data through the development of the Land Node. The Land Node's operation requires good document management practices and systematized data from each participating entity

One step of the modernization process is the digitalization of data. In an activity with IGAC (owner of the centralized land cadaster), LRDP has digitalized 1,785 tapes, recovering 764,846 property files. These tapes cover a period of peak displacement in Colombia. Now that the information stored on the tapes is more readily accessible, the speed and quality of key land processes is expected to improve.

Land Node Benefits

- Accessible and reliable data is essential to increase the speed and quality of the land tenure process
- Strengthens institutions' knowledge management capacity
- Facilitates official responses to requests for information
- Encourages compliance with Article 76 of Law 1448/2011 (real-time information exchange), interoperability aspects of the E-Government Strategy and the "Paperless" Presidential Directive
- Protects integrity of data

The NDT platform's operation depends on GOC agencies like the Land Restitution Unit (leader of the RNI Land Committee), Superintendence of Notary and Registry (SNR), Colombian Institute for Rural Development (INCODER) and the Agustín Codazzi Geographic Institute (IGAC) owning and operating better functioning technological systems that enable information exchange and improve overall agency performance. As a result, to support the Land Node's operation, LRDP is also focusing on strengthening existing GOC systems or supporting the GOC design and procure new systems. In total, the Program is supporting 12 systems, including the Land Node. These include systems to monitor government-wide indicators such as the National System for Public Sector Performance (SINERGIA), systems to monitor the restitution process and help relevant GOC agencies track information requests and obligations resulting from judicial orders, and database management systems, such as the National Cadaster System, which is intended to be the main source of information for all GOC agencies to identify land plots.

2.B FY15Q1 QUARTERLY REPORT OVERVIEW AND HIGHLIGHTS

This LRDP quarterly report details accomplishments and challenges that occurred during the reporting period (FY15Q1: October - December 2014). Status updates for 50 technical sub-activities from the LRDP Year 2 Work Plan are included in Section 3 and program management advances are detailed in Section 4. Annex A includes comprehensive progress against indicators from the LRDP Activity Monitoring and Evaluation Plan (AMEP).

Carrying out land restitution in the midst of a conflict is a significant challenge. The murder of a topographer working on a case in Antioquia in 2014 underscored the risks involved in returning abandoned or stolen land to its original owners through the restitution process. To help better protect Land Restitution Unit (LRU) staff and contractors, this quarter LRDP undertook a comprehensive review and redesign of the entity's security protocols. By tailoring safety procedures to specific tasks, this activity should help keep staff safer, creating an environment that is more conducive to the restitution process.

Land tenure informality in Colombia is high and can be found in all departments of the national territory. According to available estimates, over 50 percent of plots have not been formally titled or recorded in the property registry. This is a pervasive problem that limits sustainable rural development. Primarily, widespread legal uncertainty undermines the dynamism of agricultural markets and can contribute to social conflict and land grabbing, disproportionately affecting small- and medium-size farming families. This is an issue that cannot afford to wait for action if and when a peace accord is signed. LRDP's efforts to help the GOC develop a comprehensive regulatory framework and new institutional architecture to address this pressing matter are aimed at preparing the government for an urgent and timely massive land formalization effort whether or not a peace agreement is reached.

LRDP delivered recommendations to the GOC for inclusion in the 2014-2018 National Development Plan (NDP). Inputs focus on ways to resolve the issues of secondary occupants in land restitution policy, a proposal for a new land entity, a systematic approach to land formalization, institutional strengthening of Secretaries of Agriculture, and use of Comprehensive Rural Development Programs with a Regional Focus (PDRIETs) for regional rural development.⁶ Incorporation of an integrated set of recommendations in the NDP, which is a roadmap for the next GOC administration's work and sets the stage for future budget allocations, is a substantial accomplishment. If adopted, the foundation will exist to facilitate the Program's future work on these issues. LRDP also supported the National Planning Department's (DNP) Rural Mission, a GOC task-force established to develop a set of 20-year policy recommendations to "repay a historic debt to the countryside." This quarter, LRDP helped the DNP conceptualize new public infrastructure for the agricultural sector and develop policy guidelines for rural land tenure planning.

The ultimate purpose of the Victims and Land Restitution Law (1448/2011) is to promote national reconciliation. However, the GOC is frequently criticized for delays in the implementation of the law, particularly the land restitution component. This quarter, LRDP made significant progress on the design and development of key information systems to help create institutional efficiencies that accelerate and improve the quality of the restitution process for rural Colombians.⁷

On the program management and administration side, the chief accomplishment of the past quarter was the full rollout of the Mission platform (an automated management tool used by the Program). The Mission Approval Module had been operational since July 2014 but in October, LRDP launched the Activity, Time, Travel and SOP (Standard Operating Procedures) modules. Mission is now the primary repository for information related to activity implementation. Additional achievements include the completion of the remodeling of the regional offices in Villavicencio and Valledupar and the hiring of 23 long-term staff, including the field representative for Southern Tolima in late December 2014.

⁶ Inputs are subject to modification before the NDP law is passed.

⁷ Please see Annex F for a detailed progress update on these systems.

Political dynamics in counterpart agencies and turnover in government leadership can influence the flow or direction of program activities. LRDP faced this kind of challenge during the quarter and expects to continue to confront it throughout the next four years given the political nature of any institutional strengthening program. Over the long-term, LRDP efforts to institutionalize technical solutions are aimed at sustainability and safeguarding against the possible negative effects of personnel changes.

3. PROJECT ACTIVITIES

3.1 COMPONENT 1: INCREASE CAPACITY OF THE GOC TO RESTITUTE LANDS TO VICTIMS OF CONFLICT

Required Result 1.1: Increase capacity of national and local LRUs to implement the land restitution policy throughout Colombia

Activity 1.1.1: Introduce performance management systems that link budgets, action plans, and procurement to results and provide enforcement mechanisms

Activity 1.1.1.a: Improve management capacity and skills of senior LRU officials (STTA)

	Sub-Activity Status	In Progress
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This reporting period, LRDP supported the LRU to conduct 10 strategic management workshops. The Program provided technical assistance to assess attitudes within the LRU utilizing a Likert scale.⁸ LRDP also supported the LRU conduct the entity's Integrated Management System's (SIG in Spanish) perception survey, which pointed to areas for improvement. Results indicate that LRU staff are open and willing to change. LRDP recognizes the value of linking the results of these surveys with the Program's own Rapid Institutional Assessment (RIA) of the LRU. In January 2015, LRDP will meet with the LRU to define priority actions to strengthen the SIG stemming from the assessments conducted.

Activity 1.1.2: Strengthen risk-management to protect LRU staff, victims, and field assistants

Activity 1.1.2.a: LRU security protocols updated (STTA)

	Sub-Activity Status	Complete
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Undertaking land restitution in the middle of an armed conflict is a gargantuan task and improving security is a key element of the policy's successful implementation. Security protocols, which spell out the necessary steps LRU staff should take to



PHOTO SOURCE: CABLENOTICIAS

A major obstacle to returning land to original owners is physical insecurity. According to data from the Attorney General's office reported in a recent Amnesty International publication,¹ at least 35 land activists or people associated with the land restitution process have been murdered since the Victims Law was passed in 2011. For example, in July 2014, an LRU topographer working a case was assassinated during a field visit in the department of Antioquia. LRDP provided the LRU with targeted technical assistance that will help it better protect its staff, which should help safeguard the restitution process for all Colombians.

¹ "A Land Title is Not Enough: Ensuring Sustainable Land Restitution in Colombia," Amnesty International, November 2014, https://www.amnesty.nl/sites/default/files/public/land_restiution_eng.pdf

ensure their protection, are fundamental. At LRU's request, LRDP agreed to provide technical assistance to help the entity entirely rework and update its security procedures. Previously, the LRU relied on a broad document that may not have captured the diversity of tasks and functions LRU staff carry out. This reporting period, LRDP

⁸ A Likert scale is a psychometric instrument used in survey research that asks participants to evaluate the subjective truth of a statement according to their perception of reality. The format of a typical five-level Likert may include these responses: Strongly disagree; Disagree; Neither agree nor disagree; Agree; or, Strongly agree.

helped the LRU customize the protocol to cover specific roles and responsibilities, which will facilitate risk management and promote security. Clear communication channels and excellent information sharing with the LRU helped the Program draw up accurate risk maps and provide specific safety recommendations. LRDP also conducted field visits to regional LRU branches to ensure the final recommendations matched the reality on the ground. This activity is now complete but LRDP expects the LRU may request additional assistance to harmonize these protocols with the SIG.

Activity 1.1.2.b: Support pilot community participatory non-technical survey as part of the demining processes (Grant)

Sub-Activity Status	Planning Phase
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LRDP initiated a series of planning actions in FY15Q1 to structure future support under this sub-activity. LRDP attended a meeting at the US Embassy to agree on support to participatory community demining surveys. To determine where the survey will be undertaken, the Program conducted feasibility assessments during visits to three municipalities in Bolivar (San Juan Nepomuceno, San Jacinto and Cordoba). Although scheduled to commence in FY15Q2, the ultimate decision of where and when to conduct this survey largely depends on the government entities involved. The Program is willing to provide support once all required institutional decisions are made.

Activity 1.1.3: Support the LRU Compensation Fund to assist victims with debt relief

Activity 1.1.3.a: Support the design and train staff in the use of the Compensation Fund's Financial Model

Sub-Activity Status	In Progress
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This reporting period, LRDP continued support to the LRU to design a cash flow management model that will allow the LRU Compensation Fund to estimate future cash requirements in accordance with projected judicial rulings and restitution cases. LRDP is also developing a technological application to accompany the model. While financial modeling is centralized in Bogota, the Program is currently beta testing it in conjunction with a series of regional trainings to validate the tool's design and raise awareness of the compensation process. Increasing efficiency of the LRU's budgeting and planning mechanisms and providing LRU staff at the regional level with information about the full scope of benefits offered under the law (such as compensation) aims at improving policy implementation for the *campesino*. In FY15Q2, LRDP will finalize the activity and hold a close out meeting with the LRU Compensation Fund Director.

Required Result 1.2: Support, strengthen, and/or improve legal and administrative procedures that govern land restitution policy and advocate adoption of approaches to ensure that GOC meets its targets for restitution

Activity 1.2.1: Support the design and implementation of a training strategy for relevant GOC entities responsible for implementing land restitution policy as well as for land restitution policy beneficiaries

Activity 1.2.1.a: Design and conduct in depth technical courses tailored to specific audiences within the LRU. These courses will include restitution processes, environmental regulation, and other topics. (Subcontract/STTA)

Sub-Activity Status	In Progress
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The LRU lacks a training and capacity building strategy. LRDP's technical support in this area is therefore multifaceted and includes long- and short/medium-term efforts. This reporting period, LRDP made significant progress on two short/medium-term actions: 1. Work with the Ombudsman's Office (known as *Defensoría del Pueblo* – DP – in Spanish) and, 2. Support to the LRU to implement the Multidisciplinary Case Clinic (MCC)⁹.

On the first front, LRDP helped establish a bilateral roundtable between the LRU and the DP and contributed to the development of a training methodology focused on building the capacity of regional ombudsmen to carry out

⁹ The MCC is a joint initiative from the LRU, Agustin Codazzi Geographical Institute (IGAC), the Colombian Institute for Rural Development (INCODER) and the Superintendence of Notary and Registry (SNR).

their land restitution responsibilities. The Program carried out seven trainings with over 150 staff from the DP. The DP will replicate the methodology and carry out trainings in additional regions. LRDP witnessed varying degrees of institutional commitment to the activity in different regional offices and is planning to design a second phase of training with the DP that hopes to encourage greater sustainability and focus more on the law's differential approach to vulnerable populations.

Also during the reporting period, LRDP held MCCs in Cúcuta (Northern Santander), Cartagena (Bolívar) and Pasto (Nariño). As a result of the implementation of the LRDP-designed MCC methodology, the LRU's National System for Victims' Assistance and Comprehensive Reparations (SNARIV) group is tracking progress towards institutional assurances made during each clinic. Nevertheless, a major challenge remains that at present, no formally binding document is produced during the MCC. LRDP is working to help the government overcome this obstacle and expects to organize a high-level meeting in early FY15Q2 to gain buy-in from the directors of participating entities. Four additional MCCs are scheduled to occur during the next reporting period.

Activity 1.2.3: Support information and knowledge management (IKM) framework to improve administrative and judicial processing of restitution claims in the LRU

[Activity 1.2.3.a: Support the implementation of the LRUs Integrated Management System \(document management process/digital record\) \(Subcontract/STTA\)](#)

<i>Sub-Activity Status</i>	<i>In Progress</i>
<p>Led by Component 4, LRDP has assisted the LRU comply with the government-wide “zero paper” mandate by supporting the entity develop a digital casefile system. To date, the Program has supported the verification, correction and update of information in restitution requests in the registration, claim and ruling stages. During December 2014, LRDP supported the review of 558 claims, 46 of which correspond to restitution requests made in LRDP focus regions. This effort is complementary to the Program's support to LRU information systems and is an important input for the interoperability that the Land Node aims at (these are reported in more detail under activity 4.1.2).</p>	

Activity 1.2.4: Strengthen procedures and approaches in the land restitution policy to broaden participation of women, children, teenagers, and Afro-Colombian and indigenous populations

[Activity 1.2.4.a: Build a common language and priorities for restitution \(Grant\)](#)

<i>Sub-Activity Status</i>	<i>In Progress</i>
<p>Restitution judges lack knowledge of the legal framework for restitution of collective territories to Afro-Colombian and indigenous populations. There is weak communication between the LRU and the judicial branch, and government authorities do not normally recognize traditional authorities as part of the Colombian state. As a result, LRDP is assisting the GOC to create a methodology to unite traditional, judicial, and administrative authorities in a productive dialogue to resolve specific regional cases. Through eight separate events throughout the country, it is expected that understanding will be reached between the various entities regarding each one's specific role in the collective restitution process. To ensure compliance with the agreements reached, government oversight agencies will participate in these encounters. Clear understanding of roles and responsibilities by regional entities will facilitate restitution of collective territories in the future. This reporting period, through direct implementation, LRDP launched an interagency working group for this purpose. Thanks to the Program's support, all participating GOC entities, including the LRU, Victims Unit and the Superior Judicial Council (CSJ), have pledged counterpart funds to implement the project and are actively involved in coordinating their efforts. Limited access by outsiders is a challenge to any kind of work with ethnic communities and must be addressed correctly. To overcome this hurdle, LRDP is working through a grant to a trusted local organization, the Consultancy for Human Rights and Displacement (CODHES), which has a distinguished track record and substantial credibility with <i>campesino</i> and ethnic communities. Two events are expected to take place next quarter.</p>	

[Activity 1.2.4.b: Conduct an assessment to identify and classify the land seized from ethnic communities. \(STTA\)](#)

<i>Sub-Activity Status</i>	<i>Planning Phase</i>
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This reporting period, LRDP defined which community it would work with on this task, selecting eight indigenous reserves in Puerto Gaitán (Meta) where members of the Sikuani peoples live. The Program is in the process of hiring consultants with existing links to the community to mitigate any potential difficulty accessing the territory. Next quarter, LRDP will reach out to traditional authorities to obtain their clearance to enter the reserves and collect information. The Program will also undertake institutional research to shed more light on the status of these eight areas.

Activity 1.2.4.c: Disseminate, solicit feedback, and implement judicial tools available to women with respect to differential restitution procedures (STTA)

<i>Sub-Activity Status</i>	In Progress
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In year one, LRDP compared LRU restitution requests with judicial rulings and found that lawyers could have made better use of existing Colombian and international law in their representation of particularly vulnerable clients. In response, LRDP helped the LRU design a manual that maps out specific steps lawyers can take to fully protect these victims, including templates for legal concepts and background information that are sensitive to gender, age and disability issues that can be easily adapted. At present, LRDP is working to turn this hard copy manual into a software application. While it has been challenging to validate the tool with the LRU's legal office, LRDP expects to conclude development next quarter. Once complete, LRDP will pilot the application with LRU offices across the Program's four regions.

Activity 1.2.4.d: Provide training on land rights with a differential approach (Direct implementation)

<i>Sub-Activity Status</i>	In Progress
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Women are at a disadvantage when it comes to knowing about their rights surrounding land. The Colombian government has a responsibility to disseminate information to increase women's awareness of property rights, including the restitution process. In this context, and in collaboration with the LRU, LRDP's gender and minorities team developed the first version of a methodology and content for a series of workshops for women. The methodology, which LRDP helped the LRU implement in four sessions (two in Cauca, one in Montes de Maria and one in Meta), can be tailored to actual situations a woman might face depending on specific circumstances (whether she lives in a rural area, is a victim, is eligible for or has already claimed and received land restitution, is indigenous or Afro-Colombian, among other considerations). During the next quarter, LRDP will conclude the four remaining workshops and work to consolidate the training methodology so it can be replicated as part of the LRU's broader capacity building strategy. Lessons learned and feedback collected through this series will help the LRU better structure its Women's Special Access Program.

Required Result 1.3: Build institutional capacity of entities involved in the land restitution process, ensuring more effective interagency coordination in the fulfilment of their mandates, both in the administrative and judicial stages of the process and to comply with respective sentences

Activity 1.3.1: Catalyze inter-agency coordination through activating working groups as established by the law for land restitution policy implementation: Regional Transitional Justice Committees, restitution subcommittees, and Local Operational Committee for Land Restitution

Activity 1.3.1.a: Activate the capacity of land restitution subcommittees (part of municipal transitional justice committees) to implement inter-agency agreements and action plans, prepare budgets, and support victim reparation in LRDP regions (Direct Implementation, Subcontract)

<i>Sub-Activity Status</i>	In Progress
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LRDP collaborated with the group in charge of national coordination of the LRU's SNARIV team to structure this activity. The Program provided technical assistance to implement five land restitution subcommittees (two in Sucre, one in Bolivar and two in Cordoba) with participating GOC entities. LRDP held an interagency meeting with the Cauca Governor's Office to discuss the establishment of a subcommittee there. Land restitution subcommittees are legally mandated and intended to be spaces where local actors can coordinate their actions to fulfill the requirements ordered in a judicial restitution ruling. A challenge hindering performance of the subcommittees is that entities are not always aware of their responsibilities and do not have incentives to work

together. As a result, LRDP has taken, and will continue to promote, actions that encourage coordination and the application of a differential approach to strengthen these subcommittees. For example, in Montes de Maria, LRDP supported the LRU and the Victims Unit develop technical guidelines to harmonize their activities. The Program also provided feedback on a draft restituted plot delivery protocol. Political will to implement these tools is required for their full effect to be felt by *campesinos*. During the next reporting period, LRDP will provide technical assistance to the Sucre and Bolivar subcommittees and help them circulate the technical guidelines and protocol for comment and, eventually, formal adoption.

Activity 1.3.1.b: Strengthen the implementation of communication strategies of relevant GOC entities for internal processes as well as for the community (Direct Implementation/Grant)

Sub-Activity Status | In Progress

Phase one of support to the LRU on communications issues (development of key messages, high-level advising on LRU positioning) wrapped up early this reporting period and serves as a good basis to structure future technical assistance. After holding meetings in Bogotá and Cartagena with representatives from the LRU's national communications office and regional LRU communications managers and in Cauca with the director of the communications office and the Regional LRU Director, LRDP helped to outline a set of general guidelines to orient a community-directed strategy at those who stand to benefit the most from the restitution policy. It will be important to encourage a link between the LRU's social areas and the communications office as the project moves forward given that the point of this activity is to help the LRU comply with its legal mandate to reach victims with informative messaging regarding their rights. During the next reporting period, LRDP will hire short-term social communications consultants with experience in community media to implement the "Land Restitution Social Communications Strategy."

As a part of these efforts to provide communities with relevant information about land restitution, work is also ongoing through a grant agreement with *Fundación Ayara*, an NGO founded in 1996 by a group of Colombia youth. *Fundación Ayara* draws on hip-hop culture's potential to promote positive child and youth development by engaging young people through music and dance. LRDP's efforts with *Fundación Ayara* focus on raising awareness of property rights among 60 Afro-Colombian youth in Northern Cauca. The Program is currently defining which topics this communications campaign will cover in consultation with the LRU. It is important that complicated legal and technical concepts are translated into a language that is accurate, accessible, and easy to understand. LRDP will initiate youth trainings during the next reporting period and begin to develop songs, jingles and performance pieces. The Program will also support the LRU to make agreements with local authorities to gain their backing of the project and develop local and national partnerships to expand the reach of these activities.

Activity 1.3.2: Provide technical assistance to regional entities to fulfill their obligations related to the land restitution policy

Activity 1.3.2.a: Strengthen the capacity of municipalities to implement land restitution policy for budgeting and allocation of resources within existing mechanisms (Direct Implementation, Subcontract)

Sub-Activity Status | In Progress

A Regional Action Plan (PAT), in accordance with the Victims Law, is a department or municipality's principal tool to implement programs, actions and strategies related to violence prevention, victim's assistance and comprehensive reparation actions for victims of the armed conflict. With the upcoming local elections in 2015, municipalities will need to design new PATs. At the national level, LRDP is coordinating with the leader of the LRU's SNARIV group to structure work with local mayors' offices that extends beyond the scope of SNARIV land restitution subcommittees. A number of targeted municipalities were selected for comprehensive technical assistance to strengthen implementation of restitution policy through this mechanism. In Cauca, the Program will provide assistance in the municipalities of Santander de Quilichao, Miranda and Buenos Aires. In a meeting with Cauca's LRU Regional Director, LRDP also obtained LRU buy-in to include individual and collective restitution issues in PATs where the Program will help the LRU implement a communications strategy, including the municipality of Suarez. In the upcoming reporting period, LRDP's work with mayoral offices will continue. LRDP is conscious of the need to coordinate efforts on this front with other international cooperation agencies that also work on PATs.

Activity 1.3.2.c: Impact the National Development Plan, promoting the allocation of national budget resources to municipalities and other GOC entities related to restitution, for the implementation of restitution policy (Direct Implementation, STTA)

Sub-Activity Status Complete

LRDP's specific restitution-related inputs provided to the National Planning Department (DNP) for inclusion in the National Development Plan (NDP) relate to: 1. The secondary occupants program; 2. Strengthening of the Public Prosecutor's Office,¹⁰ particularly on secondary occupant issues; 3. Institutional strengthening of agencies responsible for implementing land restitution policy; and, 4. Alternative conflict resolution mechanisms. Requisite political will to implement these initiatives is essential. LRDP will schedule a final presentation of inputs submitted to DNP during the next reporting period. The DNP will present the National Development Plan to Congress for consideration and approval in February 2015.

Activity 1.3.3: Support interconnection of rural cadaster, property registries, and update records

Activity 1.3.3.a: Conduct a pilot of parcel identification that simultaneously serves cadaster survey and restitution and formalization processes (Subcontract)

Sub-Activity Status Planning Phase

The Program met with IGAC during the reporting period and agreed on the parcel identification methodology to be implemented through the Program's massive land formalization pilots in Ovejas (Sucre) and Santander de Quilichao (Cauca). A technical meeting with representatives from IGAC, SNR, the Ministry of Agriculture and Rural Development (MARD) Formalization Program, the Colombian Institute for Rural Development (INCODER) and the LRU is planned for January 2015. The meeting will serve to define roles, counterpart resources and scope of each entity's involvement in this pilot parcel identification pilot.

Activity 1.3.4: Support analysis of judicial rulings and strengthen the institutional capacity to apply sentences of post-judicial ruling actions in the land restitution legal framework

Activity 1.3.4.a: Propose solutions for dealing with secondary occupants (Direct Implementation, STTA, Subcontract)

Sub-Activity Status In Progress

This reporting period, LRDP validated the methodology to characterize secondary occupants and classified 63 specific circumstances, some of which were included in recent claims filed by the LRU's branch in Sucre.¹¹ The Program also came up with recommendations the LRU can use to tackle the issue of secondary occupants and to improve its Secondary Occupant Program. Designing and implementing solutions (such as alternative justice mechanisms) that enable the government to fulfill the spirit of the law and promote national reconciliation is no easy task. Given its complexity and the positive results of LRDP's work to date, the Program is planning a second phase of support that will focus on legal analysis and exploration of the link that secondary occupants have to the plots they are inhabiting.

¹⁰ In Spanish, the *Ministerio Público*, which includes the Inspector General's Office, Ombudsman's Office and municipal ombudsmen.

¹¹ LRDP obtained special approval from USAID so that the LRU could include this information. The unique nature of this permission relates to the fact that the LRU requested to use the information before LRDP had submitted to USAID and because LRU had to assume full and sole authorship of the content in order to include it in a restitution claim.

3.2 COMPONENT 2: STRENGTHEN THE CAPACITY OF THE GOVERNMENT OF COLOMBIA TO FORMALIZE RURAL PROPERTY

Required Result 2.1: Increase capacity of INCODER and GOC institutions to improve and implement agrarian administrative processes related to public land titling and management

Activity 2.1.1: Reform administrative procedures and agrarian processes for the titling of state-owned land

Activity 2.1.1.a: Carry out a legal analysis and propose recommendations aimed at improving public land titling processes and other public land access mechanisms (Subcontract, STTA)

Sub-Activity Status	In Progress
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This reporting period, the Program concluded its analysis of legal paths to formalization of state lands (*baldíos*) and property from the National Agrarian Fund (FNA) based on fieldwork conducted through its Montes de María formalization pilot, described in more detail in activity 2.2.3. In addition, together with INCODER, SNR, Rural Agricultural Planning Unit (UPRA), MARD, LRU and IGAC, LRDP finalized a first draft of an analysis of the legal and operational bottlenecks in the registration of state land adjudications. The Program conducted this in conjunction with its INCODER/SNR database cross-reference project described in more detail in activity 2.2.2. These products are important inputs to the draft formalization bill, described under activity 2.2.1. The Program is currently preparing a final report regarding information collected in Montes de María in collaboration with the LRU and INCODER. A second legal analysis about the *baldío* adjudication process is planned along with a final report that includes legal and operational recommendations based on its work preparing INCODER titling resolutions for registration, described under sub-activity 2.2.3.b.

Activity 2.1.2: Create or strengthen institutional capacity for the administration of all agrarian processes related to rural property

Activity 2.1.2.a: Propose an appropriate institutional model for the effective implementation of all agrarian processes related to land administration (Subcontract, STTA)

Sub-Activity Status	In Progress
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LRDP is directly supporting the DNP's "Rural Mission," comprised of a group of experts led by renowned Colombian economist José Antonio Ocampo. The purpose of this initiative is to assist the national government develop a rural agrarian policy for the coming years. It is essentially a strategic, institutional plan to strengthen the implementation of rural development initiatives in a post-conflict era (after the signature and ratification of the Peace Accords). One element of the Program's support is helping the GOC formulate a comprehensive land tenure planning policy. LRDP prepared and delivered a first draft of the document to DNP following its presentation to and review by USAID. In line with this goal, the Program submitted a complementary proposal with main guidelines for a new institutional arrangement. Although uncertainty over the executive team and leader of the Mission's capacity to implement the proposed recommendations does exist, LRDP is helping mitigate this risk through its interagency coordination role described under activity 2.2.2. Next quarter, LRDP will develop a second draft of the Rural Mission's institutional architecture model, taking into consideration the recommendations presented by institutional actors following the first presentation.

Activity 2.1.2.b: Submit proposals to strengthen the public policy framework related to property and land tenure (Subcontract, STTA)

Sub-Activity Status	In Progress
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In addition to the institutional structure proposal, LRDP also provided the DNP Rural Mission with policy recommendations to strengthen the government's ability to design a land tenure policy with a social dimension. The Program delivered this land policy draft document to DNP during the reporting period.

An element that has hindered LRDP's efforts to formulate relevant policy recommendations has been the lack of information and reliable, up-to-date data. In response, the Program reached out to relevant GOC agencies with

questions and turned to working groups to collect necessary information. During the next reporting period, LRDP plans to develop a database to store institutional responses to its information requests and expects to present a second draft of its policy inputs on land tenure to the Rural Mission.

Activity 2.1.3: Facilitate women's access to formalization and titling of collective territories, and advocate for gender and ethnic-differentiated approaches

Activity 2.1.3.a: Formalization of territorial rights for Afro-Colombian communities - Pilot project in Northern Cauca coordinated with ACIP (STTA, Workshops)

Sub-Activity Status	Planning Phase
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Although originally scheduled to commence and conclude during this reporting period, LRDP will begin this sub-activity in FY15Q2, with work extending throughout FY15. Conceptually, it is important to clarify that this "pilot" will not be aimed at formalizing Afro-Colombian rights (which is more the domain of USAID ACIP). The pilot will be structured as a situational analysis that delves into specific challenges and institutional bottlenecks hindering land formalization for this community. LRDP will coordinate actions with ACIP and other relevant actors as appropriate.

Activity 2.1.3.b: Analysis of discrimination to women in three different formalization processes (STTA)

Sub-Activity Status	In Progress
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This reporting period, through the Montes de Maria formalization pilot described in more detail under activity 2.2.3, LRDP identified a number of obstacles preventing women's access to formalization processes. For example, one of the highest barriers faced is the lack of recognition that women have direct rights to land, independent of any rights she may derive because of her marital relationship. During the next reporting period, LRDP will present the final results of this study to local and national actors, in close coordination with USAID.

Required Result 2.2: Increase capacity of the MARD and GOC institutions to execute rural property formalization on public and private lands

Activity 2.2.1: Develop a legal framework to support massive formalization policies by the GOC

Activity 2.2.1.a: Support the government in dissemination of the formalization bill to congress and other stakeholders (Subcontract)

Sub-Activity Status	In Progress
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In FY14, LRDP applied lessons learned through ongoing projects such as the Montes de Maria formalization pilot (activity 2.2.3), the SNR/INCODER cross-reference (activity 2.2.2) and others to its work with the Colombian government to develop a legal framework that supports systematic/massive land formalization processes that are less expensive and more agile. This reporting period, together with MARD, INCODER, SNR, IGAC, LRU and UPRA, LRDP completed and discussed a draft formalization bill. A proposal for the legal process to formalize public land on a massive scale was included in the text. LRDP circulated the document for comment at the regional level during five workshops (Montería-Cordoba, Pereira-Risaralda, Tunja-Boyacá, Popayán-Cauca and Sincelejo-Sucre) with representatives from MARD, INCODER, the judicial system, local notaries and registrars, and delegates from gubernatorial and mayoral offices. Although challenging, LRDP supported the GOC to integrate a multitude of perspectives and to reconcile conflicting opinions through this dissemination process by helping classify inputs using a framework the Program helped design. Uncertainty exists about political will in the new GOC administration to support the bill, particularly in MARD, the Office of the High Commissioner for Peace, SNR and INCODER. Nonetheless, to ensure that discussions continue to take place, the Program plans to deliver the draft bill to the Colombian government following review by USAID during the next reporting period.

Activity 2.2.2: Strengthen the institutional capacity of the MARD and authorities involved in the design and implementation of efforts for mass land formalization

Activity 2.2.2.a: Support catalytic inter-institutional coordination (Direct Implementation, STTA)

Sub-Activity Status	In Progress
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The Program plays a fundamental role in promoting the interagency coordination and cooperation that is required for progress on land formalization issues. Actions aimed at the design and implementation of a systematic land formalization strategy, cost reduction, review and revision of the legal framework, and local capacity building to roll-out reforms are facilitated when relevant GOC entities (MARD, MARD Formalization Program, INCODER, IGAC, SNR, LRU, UPRA, judicial branch and local authorities) come together and coordinate their actions. This reporting period, interagency meetings and working groups on the formalization bill and massive *baldío* adjudication registration projects met regularly. On December 19, LRDP supported the GOC to host an interagency workshop focused on municipal formalization plans. The existence of these venues helps mitigate the effect of changes in GOC leadership or implementation gaps created when key officials leave their positions. Supporting the institutionalization of reform efforts contributes to their sustainability. During the next reporting period, LRDP will provide technical assistance to a workshop to polish the municipal formalization plan methodology and catalyze coordination on initiatives such as the recovery of state land and the establishment of a land fund.

Activity 2.2.2.b: Design a methodology for the development and implementation of municipal formalization plans (STTA)

Sub-Activity Status	In Progress
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MARD, MARD Formalization Program, INCODER, SNR, UPRA and LRU representatives attended the municipal formalization plan workshop on December 19, which was the fourth in an interagency series on formalization policy convened by MARD with LRDP support in 2014. The GOC presented a fifth version of the methodology to develop municipal formalization plans (supported by LRDP). The concept of a “municipal land formalization plan” is still evolving, but will likely include a characterization of the tenure situation in the municipality, definition of roles of responsible actors, and a set of different methodologies for formalizing and organizing rural property in the municipality depending on the specific characteristics of the land. Relevant local, national and international land use plans and environmental regulations will be considered as part of the plan to formalize property rights. LRDP is supporting the GOC to synchronize formalization efforts with the land restitution process. In addition, LRDP worked with local officials (mayoral and gubernatorial offices, local LRU branches, among others) in Santander de Quilichao (Cauca), Ovejas (Sucre) and Chalan (Sucre) to secure their support for the design of municipal formalization plans in these areas.

Activity 2.2.2.c: Identify bottlenecks and best practices and provide recommendations to the government on 1) regulatory, 2) institutional, 3) gender, 4) economic aspects, based on the results of the Montes de Maria Formalization Pilot (STTA)

Sub-Activity Status	In Progress
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Related to the field-based data collected through activity 2.2.3 (Montes de Maria pilot), LRDP is working with the LRU and INCODER on the preparation of a series of four technical reports that will feed into adjustments to the formalization regulatory framework and related operational processes. During the reporting period, progress was made on the gender report. On November 13 and 14, LRDP held a workshop on challenges facing women in terms of formalization of public and private property. Staff from INCODER, local notaries and registrars, judges, victims’ representatives, IGAC, lawyers, the Inspector General for Agrarian Issues and other local actors in Sincelejo (Sucre) attended the event. The gender technical report is being finalized. The three additional reports are expected to be completed between January and June 2015 and in coordination with USAID, will be presented to the Colombian government. Whether political will exists to adopt these sets of recommendations remains to be seen, but LRDP’s work to encourage interagency coordination may advance the political will that this requires.

Activity 2.2.2.d: Support the design of the National Adjudicated Land Registration Plan (STTA)

Sub-Activity Status	In Progress
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In FY14, LRDP developed a pilot project to streamline the operational procedure and develop a plan to register INCODER adjudication/titling resolutions on a massive scale. This effort is ongoing in FY15 and is reported under activity 2.2.3. During the reporting period, LRDP worked with MARD, INCODER, SNR, LRU, IGAC and UPRA on consolidating key inputs, such as those resulting from this pilot and a legal feasibility analysis, for the purpose of

the National Adjudicated Land Registration Plan. During the next quarter, the Program will produce a final report about the massive registration pilot, work on a cost analysis, try to incorporate recommendations into INCODER's 2015 action plans and produce a first draft of a report on legal feasibility of registrations found in the SNR/INCODER database cross-reference described under 2.2.2.f.

Activity 2.2.2.e: Develop and implement the private property mass registration pilot, and pilot based analysis of bottlenecks and recommendations (Subcontract, STTA)

<i>Sub-Activity Status</i>	<i>Planning Phase</i>
<p>Although work on this sub-activity will start in earnest during the next reporting period, LRDP did schedule trainings on rural property formalization and ownership clarification processes with the MARD Formalization Program, INCODER, IGAC, Offices of Public Registry (ORIPs), judges and magistrates, regional entities and others in Cauca. The idea is to generate a critical mass of professionals, experts, individuals, government entities, judicial representatives, community leaders and interested institutions who are aware and knowledgeable of these issues. LRDP will analyze experiences from the MARD Formalization Program and the LRDP Montes de Maria Formalization Pilot related to the use of alternate conflict resolution mechanisms. Initial training sessions, planned for the next reporting period, shall target government officials. A Training-of-Trainers (TOT) workshop will be held in Northern Cauca municipalities.</p>	

Activity 2.2.2.f: Identify the gap in unregistered adjudication resolutions (database cross-referencing) (STTA)

<i>Sub-Activity Status</i>	<i>In Progress</i>
<p>Together with MARD, INCODER and SNR and with the participation of IGAC and LRU, LRDP continues its work comparing INCODER's database of state land adjudications with the SNR's records on property registration. This database cross-reference has taken longer than expected due to changes in INCODER staff and lack of information. It will continue throughout FY15. To overcome hurdles, LRDP is supporting the creation of a technical group that can propose medium- and long-term solutions and is helping to prepare the legal basis for information access and management. In the next reporting period, LRDP expects to design the technical protocols to migrate, exchange and crosscheck information. Once the migration has begun, the Program will initiate its analysis and the development of a plan.</p>	

Activity 2.2.3: Strengthen capacity of departments and municipalities to support land formalization

Activity 2.2.3.a: Execute pilot in Montes de María in 3 ways: a) restitution formalization, b) FNA property transfer, c) Agreement 266/11 (STTA)

<i>Sub-Activity Status</i>	<i>In Progress</i>
<p>LRDP began its rural property formalization pilot in Montes de Maria in FY14. The pilot has three strategic elements:</p> <ol style="list-style-type: none"> 1. Information collection from the field about formalization processes (leading to documentation, assistance and registration of 200 titles, and the systematization of the findings encountered in the process of doing this); 2. Expert analysis of bottlenecks (resulting in four technical reports based on the information collected through fieldwork, described under sub-activity 2.2.2.c); and 3. Municipal formalization plans (two to four plans are expected to be produced, described under sub-activity 2.2.3.c). 	

Based on the pilot, in this reporting period, LRDP completed an analysis with the INCODER and LRU of the different legal paths to formalization. Findings specific to areas that have been deemed safe enough for restitution to proceed ('microfocalized') were analyzed and will be included in the final report. This is expected to be completed during the next reporting period. Institutional willingness to adopt the Program's recommendations is essential for development impact.

Activity 2.2.3.b: Continue implementation of the pilot for the mass registration of adjudications (Subcontract)

<i>Sub-Activity Status</i>	<i>In Progress</i>
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This reporting period LRDP finalized the massive registration pilot with four regional INCODER offices (Amazon, Antioquia, Cauca, and Huila). The primary objective of the pilot consisted in the review of unregistered resolutions for *baldío* and National Agrarian Fund (FNA) land awards issued between 2009 and 2013 (considered "low-hanging fruit" for formalization purposes). Four thousand three hundred and seventy three (4,373) resolutions (*baldío* resolutions that have been registered are considered property titles) were reviewed and assessed. During the assessment, the Program discovered that 1,881 resolutions had already been registered by INCODER or a *campesino* owner, but this was not reflected in relevant information systems. One hundred forty one (141) of these resolutions related to cases where the Public Ministry or the campesino had already been notified of the registration but this had not been reported. Four hundred and ninety (490) resolutions were registered in 2014, which is the when the departmental tax exemption facilitated by the Program came into effect. The Program also prepared documentation required to register 626 resolutions.

Results contributed to enhanced interagency coordination, the design of plans to register land awards on a massive scale and the development of recommendations to improve administrative and operational procedures. In addition to contributing to the registration of resolutions, the Program was able to help update local and national information systems, better organize case file management and improve the notification process. LRDP, in coordination with those entities involved in the sub-activity (MARD, INCODER, SNR, LRU, IGAC and UPRA), will draft a final report during the next reporting period. For recommendations that come out of this pilot to have maximum impact, they must be included in INCODER and SNR 2015 action plans. LRDP is sharing lessons learned through this activity and encouraging their inclusion in institutional action plans through its interagency coordination work described under sub-activity 2.2.2.a.

Activity 2.2.3.c: Formulate and begin implementation of municipal plans in LRDP regions (STTA)

Sub-Activity Status	
	In Progress
<p>LRDP is working to pilot municipal formalization plans in Santander de Quilichao (Cauca), Ovejas (Sucre) and Chalán (Sucre). During this reporting period, the Program collected feedback and validated the criteria to select a municipality in Northern Cauca with the LRU, IGAC, INCODER, SNR, Cauca Governor's Office, and Santander de Quilichao Mayor's Office. LRDP also supported MARD to work with key local and national government stakeholders to obtain buy-in to carry out the plans. The Program reached out to IGAC to discuss the preparation of property information in Santander de Quilichao and Ovejas. Whether this initiative succeeds depends on several factors, many of which are not strictly within LRDP's control. Factors include: local and national entity commitment to the model, availability of resources to finance activities and national agencies' capacity to work hand-in-hand with regional actors. During the next reporting period, LRDP will develop community, institutional, financial, information and legal work plans and hold consultations with key stakeholders to implement these work plans and develop municipal formalization plans.¹²</p>	

12 Relevant local, national and international land use plans and environmental regulations will be taken into consideration as part of the plan to formalize property rights, and LRDP is supporting the GOC to harmonize formalization efforts with the land restitution process.

Required Result 2.3: Increase capacity of INCODER and GOC institutions to recover illegally purchased, illegally used, or inappropriately occupied lands, and build government capacity to manage them so that they can be used in land and rural development programs

WINDOW OF OPPORTUNITY CREATED BY COURT RULING

In LRDP Biweekly Report #13 (June 23, 2014), the Program reported that dozens of properties stretching over three times the size of Medellín had passed from the state's domain to the hands of private individuals through controversial judicial rulings. At the time, SNR Superintendent Velez confirmed the gravity of the situation in an interview published in *El Tiempo*, "Some judges are selling the nation's *baldíos* for cheap."

In July 2014, the Colombian Constitutional Court ordered the state to recover all *baldíos* illegally adjudicated through these kind of ownership hearings. The Court reproached the fact that INCODER did not have an inventory of its *baldíos*, despite the fact that 20 years had passed since Law 160 of 1994 was issued:

"This administrative deficiency, in turn, contributes to the phenomenon - historical but still very much in effect - of excessive land concentration, as the lack of clarity and certainty surrounding the legal status of these lands allows them to be illegally adjudicated through ordinary legal proceedings."

In order to avoid further illegal appropriation of land that should belong to all Colombians, the Court also ordered INCODER to develop and adopt a plan to determine the property regime status of the nation's *baldíos*. Once the Inspector General, Comptroller, Constitutional Court and President sign off on the plan (which is required), INCODER has a maximum of five months to comply with the terms specified therein.

For its part, the SNR was ordered to submit a report to the Court with a consolidated list of all property that may have illegally left the state's domain, including *baldíos*. The SNR must also submit this report to INCODER and the Attorney General so that each entity can investigate, take administrative action and bring any necessary criminal charges.

The court ruling has paved the way for LRDP's work to define land recovery strategies that will help feed the land fund.

¹ Please see "Sentencia T-488/14," Constitutional Court of Colombia, July 8, 2014, <http://www.corteconstitucional.gov.co/relatoria/2014/T-488-14.htm>

Activity 2.3.1: Support the incorporation of all former National Narcotics Directorate (DNE) lands and other properties into the GOC Land Bank

Activity 2.3.1.a: Establish the Land Fund/Bank (guidelines proposed for the establishment and management of the land fund) (STTA, Subcontract)

Sub-Activity Status	Planning Phase
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Although originally scheduled to begin during this reporting period, this sub-activity depends on land policy progress and advances in the Havana Peace Negotiations. LRDP is currently defining eventual support on this front jointly with the SNR, INCODER and MARD. High staff turnover within the GOC, a lack of property information, and coordination with the peace process complicate the situation but are not insurmountable.

Activity 2.3.1.b: Define land recovery strategies for the Land Fund/Bank (estimate of lands potentially recoverable) (STTA)

Sub-Activity Status	In Progress
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During the reporting period, LRDP worked with the SNR, INCODER and MARD on the development of an action plan to respond to Sentence T-488 and identify cases where *baldíos* may have been illegally awarded via judicial sentences (please see text box above for more information). The sub-activity is expected to continue throughout FY15 and will focus on making methodological adjustments, automating an interagency consultation database and drafting reports for the Constitutional Court in response to Sentence T-488. A lack of institutional capacity (personnel, methods, experience, and institutional model) to implement the action plan and ensure that efforts lead to the effective recovery of land remains a challenge.

Activity 2.3.2: Improve the agrarian and legal processes for the recovery and administration of state owned lands

Activity 2.3.2.a: Legal review and analysis of the status of agricultural and forfeiture processes (STTA)

Sub-Activity Status	Planning Phase
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Although the original scope of this sub-activity was focused on updating a USAID Public Policy Program study, LRDP determined that the real-life situation presented by Sentence T-488 requires similar legal research. As a result, the Program decided that the best use of limited resources to achieve maximum development impact would be to focus legal review and analysis efforts on its work with INCODER and SNR described under activity

2.3.1. The Program is currently determining the new scope of this sub-activity to focus on recovery of *baldíos* instead of land seized through the asset forfeiture process.

Activity 2.3.2.b: Propose judicial procedures to resolve difficult cases related to property demarcation (STTA)

Sub-Activity Status	Planning Phase
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LRDP worked to structure future support in this area during the reporting period. Since this sub-activity will be conducted in the framework of the municipal formalization plan development process, the Program expects it will take place in Santander de Quilichao (Cauca) and Ovejas (Sucre) and possibly other municipalities such as Puerto Gaitan (Meta). In the case of Meta, regional LRDP staff may directly implement the plan development given the lessons that could be learned from the particular environmental context in the area.

Activity 2.3.2.c: Propose improvements in the administration and use of recovered land (STTA)

Sub-Activity Status	Planning Phase
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The future of the land fund, and therefore the administration and use of recovered land, is linked to the peace negotiations and broader land policy reforms. In the report about the agrarian reform reached in Havana under the first point on the negotiating agenda, the "Land Fund for Peace" is established as a way to "democratize access to land for the benefit of *campesinos* who have no or insufficient land and for rural communities most affected by extreme poverty, neglect and conflict."¹³ As a result, although originally programmed to begin during the reporting period, LRDP now expects this effort will get underway with INCODER and the Special Assets Corporation (SAE) during FY15Q4.

3.3 COMPONENT 3: INCREASE OPPORTUNITIES FOR SUSTAINABLE LICIT RURAL LIVELIHOODS IN CONFLICT-AFFECTED AREAS

Required Result 3.1: Increase capacity of national and local GOC entities to design, coordinate, and implement rural development plans with territorial focus and promote community participation

Activity 3.1.1: Support development of the GOC 2014–2018 National Development Plan and draft guidelines based on sound regional evidence to improve interagency coordination and prioritize regions giving a special focus on victims, women, ethnic minorities, and landless poor farmers, and determine budget allocations

Activity 3.1.1.a: Provide rural development and specific gender inputs to the 2014–2018 National Development Plan (Direct Implementation, STTA)

Sub-Activity Status	Complete
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This reporting period, LRDP delivered a consolidated set of recommendations to MARD for inclusion in the National Development Plan. Inputs specifically related to rural development included:

1. Include the results of the systematization of communities' policy proposals collected at the local and regional level through the Agrarian Pact.
2. Define the Comprehensive Rural Development Program with a Regional Focus (PDRIET) as an instrument to formulate and implement rural development policy with a gender-sensitive approach.
3. Strengthen the Secretaries of Agriculture, promote fiscal decentralization, encourage regional coordination with other entities, and define their relationship with MARD.

¹³ Please see "Primer Informe Conjunto de la Mesa de Conversaciones," Mesa de Conversaciones, June 21, 2013, <https://www.mesadeconversaciones.com.co/comunicados/primer-informe-conjunto-de-la-mesa-de-conversaciones-la-habana-21-de-junio-de-2013>

4. Provide public goods as a key element of competitiveness and the modernization of the sector.

While this sub-activity is complete, DNP may request the Program's assistance to elaborate the National Development Plan Law in the next reporting period.

Activity 3.1.2: Support the formulation and implementation of local and regional development plans to prioritize infrastructure and service delivery projects, and develop five-year budgets

Activity 3.1.2.a: Prepare a toolbox to support PDRIET formulation and implementation (STTA)

Sub-Activity Status | In Progress

During the reporting period, LRDP regional managers attended a technical meeting with DNP and MARD. In addition to the interagency coordination this promoted, LRDP clearly communicated the scope of its support and obtained the GOC's commitment to the PDRIET being a regional rural development tool. Please see textbox below for specific progress made in LRDP focus regions.

Long-term regional sustainability of rural development interventions ultimately depend on political will to provide more public goods and reduce dependency on subsidies. LRDP is analyzing the link between the PDRIET initiative and a new GOC tool - MARD's Regional Coordination Plans (PARES). While USAID had invested a substantial amount in the PDRIET model, particularly in Northern Cauca and Southern Tolima, high-level government support is required to see real results.

During the next reporting period, LRDP expects to begin implementation of planning and implementation of technical assistance in focus regions based on supply chains and public private partnerships (PPPs) identified through the Program's work in FY14. Work on this sub-activity may be complicated by campaign regulations and procedures that will come into effect during the local election season later this year.

Regional PDRIET Advances

<i>Meta</i>	<i>Northern Cauca</i>	<i>Southern Tolima</i>	<i>Montes de María</i>
<ul style="list-style-type: none"> • LRDP has joined the initiative to develop the PDRIET for the sub-region of Ariari • Key actors – Association of Ariari Municipalities, Mayors' Offices, Los Llanos University. LRDP will unite forces to finalize the construction of a strategic vision for the rural development of the region • The region has prioritized the dairy supply chain and is expected to receive Agrarian Pact resources – LRDP will support its implementation as a core area of the PDRIET 	<ul style="list-style-type: none"> • LRDP will provide technical assistance for three workshops in Santander de Quilichao for the construction of the Northern Cauca regional development plan – led by <i>Contrato</i> Plan, DNP and municipalities • Three regional projects have already been prioritized and developed a general adjusted methodology (MGA) format that could speed up the implementation of the PDRIET 	<ul style="list-style-type: none"> • LRDP has coordinated support to CMDRs and project formulation with <i>Contrato</i> Plan/PDRIET • LRDP's regional presence and previous work with the Tolima Center for Productivity (CPT) could accelerate PDRIET implementation • The Departmental Secretary of Agriculture is backing the PDRIET and there are resources for the rapid roll out of income generation and land formalization projects 	<ul style="list-style-type: none"> • Supply chain classification and prioritization of information already exists and was previously financed by USAID • There is an INCODER/Consolidation Unit initiative to implement the PDRIET in the region – with available resources • Project profiles and proposals formulated by LRDP and communities are a key element of implementation

Required Result 3.2: Support the identification and resolution of structural bottlenecks that restrict the implementation of rural development initiatives, both regionally and nationally

Activity 3.2.1: Support the identification and resolution or alleviation of structural bottlenecks that impede the effective implementation of rural development initiatives in targeted regions

Activity 3.2.1.a: Resolve bottlenecks in the implementation of subsidies for INCODER productive projects (Subcontract)

Sub-Activity Status | In Progress

During the reporting period LRDP provided technical assistance to make the way INCODER allocates subsidies to productive projects more efficient. More specifically, LRDP supported INCODER in coordination with the Northern

Cauca *Contrato* Plan to formulate 33 projects. INCODER awarded 26 subsidies in November 2014. LRDP will continue to support INCODER to award 251 additional subsidies in the next reporting period. At the same time, the Program will collect preliminary information for the design of an information system that will allow INCODER to track and monitor the award of these resources and begin construction on an implementation and follow up model for INCODER's Cauca branch to improve its subsidy award process. Weak linkages between INCODER's national office and regional branches have slowed progress on this sub-activity. As a corrective measure, the Program has taken action with the executive leadership of INCODER to guarantee that projects formulated with LRDP support will be awarded 2015 funds.

Activity 3.2.2: Strengthen national and regional capacity to execute budgets assigned to rural development

Activity 3.2.2.a: Identify actions for the effective execution of budgets at the national, regional and municipal levels (STTA)

Sub-Activity Status	In Progress
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In FY14, LRDP supported MARD and its associated institutions to identify budget implementation bottlenecks through a participatory workshop in Bogota held with 11 GOC entities. The Program intends to build on this support in FY15 by identifying actions to improve budget execution at the national, regional and municipal levels. However, high-level GOC buy in from the MARD Planning Office is required before the Program can advance on this sub-activity. In the meantime, LRDP did make progress on this issue through the inputs it provided to the Rural Mission (please see sub-activity 3.2.4.b for more details).

Activity 3.2.3: Support MARD to update, adapt, and modernize its instruments for rural development

Activity 3.2.3.a: Provide recommendations to MARD on how to make more effective instruments for rural development (STTA)

Sub-Activity Status	In Progress
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Following an initial inventory of 120 policy instruments for resource execution at the regional level in FY14, LRDP had planned to review and analyze these instruments to identify specific bottlenecks and recommend solutions. However, in the absence of sufficient GOC interest in proceeding with this sub-activity at this time, LRDP has focused attention on conducting a comprehensive assessment of the barriers that prevent rural women in Northern Cauca and Southern Tolima from access to land and MARD's offer of goods and public services. Field work during the reporting period focused on conducting 12 focus groups and eight in-depth interviews, administration of 1,200 surveys and consolidation of databases with information about those who have and have not benefited from MARD programs. The Program has also made progress systematizing the information collected. Work will continue during the next quarter.

Activity 3.2.4: Strengthen regional capacity to support local initiatives by increasing local autonomy and reducing excessive centralization

Activity 3.2.4.a: Strengthen capacity of offices of Secretaries of Agriculture to overcome institutional weaknesses (municipal and department level) (STTA)

Sub-Activity Status	In Progress
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This sub-activity began ahead of schedule and built on the rapid institutional assessments (RIAs) the Program carried out in FY14Q4. During this quarter, LRDP made progress on the design of the Departmental Secretary of Agriculture Institutional Strengthening Plan (ISP). Political will, budget allocation and clear communication channels/information exchange with MARD to strengthen the Secretaries of Agriculture are fundamental to this endeavor's success. Linking MARD efforts with the DNP Rural Mission is also important. Finally, LRDP has been helping MARD identify and marshal resources to implement these ISPs. The Ministry had previously agreed to leverage resources available through an existing agreement with the National School of Public Administration (ESAP), but this commitment needs to be renewed in 2015. During the next reporting period, LRDP will apply the RIA in Cesar and remaining Southern Tolima municipalities. In close coordination with USAID, it plans to formally

distribute the results of its RIA with MARD and counterpart secretariats and develop and validate ISPs with the GOC based on the Rural Mission's recommendations about the roles and functions of these actors. Once this is done, LRDP can begin to implement the ISPs and support the MARD to create a hub and information system for Secretaries of Agriculture within the ministry.

Activity 3.2.4.b: Propose a territorial institutional model adjustment for land and rural development entities (Subcontract)

Sub-Activity Status	In Progress
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In addition to the inputs provided to the DNP's Rural Mission reported under sub-activity 2.1.2.a, LRDP is supporting the task force by proposing adjustments to the regional institutional framework for land and rural development entities. This quarter LRDP supported DNP and the Rural Mission to carry out five workshops to discuss inputs and recommendations. The Program produced two preliminary documents in December. The first report covers strengthening the role of Secretaries of Agriculture as a sector agency with its own budget. A parallel effort may be to strengthen the Municipal Rural Development Councils (CMDRs), creating a CMDR network organized by sub-regions to promote and sustain community participation. The second report focuses on a new institutional framework for regional rural development, proposing participation, fiscal decentralization, grassroots, flexibility, increased regional capacity, defined rural public policies, empowerment of local actors, and evaluation and follow up as its ideal attributes. The report also calls for priority public goods and services for the rural sector through explicit 10-year public policies and defines strategic positions that should be distributed across relevant institutions.

Significant political will is required to cover the financial costs associated with rolling out this package of recommendations. DNP has requested additional assistance from the Program to perform a cost analysis of the proposed reforms. Next quarter, LRDP plans to hold a meeting with Secretaries of Agriculture to review the Rural Mission's recommendations and follow up on commitments made during a similar gathering the Program supported with these officials in June 2014.

Required Result 3.3: Build capacity and ability of national and local GOC entities to effectively deliver public goods and respond to the sector's challenges and commitments resulting from peace talks

Activity 3.3.3: Build local and regional capacity to implement comprehensive land and rural development policies

Activity 3.3.3.a: Create a coalition team to generate awareness in civil society, private sector, and academics to support rural and agricultural sector modernization (Subcontract)

Sub-Activity Status	In Progress
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LRDP developed four expert documents on agricultural public goods to guide four participatory discussion forums. The reports focus on technical assistance, irrigation, commercialization and agricultural financing. Forums during the quarter were held in Bogota, Cali (Cauca), Pasto (Nariño), and Ibagué (Tolima). An average of 45 people attended each coalition meeting. The sustainability of these efforts is challenging and LRDP is working on identifying strategic partnerships with regional organizations to deepen the impact of its intervention. The Program is also exploring the option of linking these forums with the Rural Mission regional workshops. LRDP expects to hold five regional forums between February and April and two national forums in Bogota in April.

Required Result 3.4: Attract private-sector investment in conflict-affected rural communities to generate greater opportunities for viable livelihoods

Activity 3.4.2: Develop mechanisms to promote dialogue between government, community, and investors

Activity 3.4.2.a: Disseminate lessons learned and scale up the methodology from *Fundación Semana* and other methodologies for community participation (Direct Implementation)

Sub-Activity Status	In Progress
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Local participation is key to strengthening Colombia's capacity to implement a sustainable and inclusive peace. Through a grant agreement with *Fundación Semana*, LRDP supported the development of a "Participatory Rural Development Roadmap for Montes de María" through 158 community events in Montes de María that involved the participation of 4,148 people in FY14. The inputs collected from these meetings were fed into seven regional "project profiles," which are initial drafts of general adjusted methodology (MGA)-structured requests for budget allocation.

The roadmap, which will be presented at an event with the expected presence of President Santos in Cartagena (Bolívar) on January 29, was constructed with the participation and consensus of local communities. It was designed to serve as an important mechanism and tool to coordinate integrated regional development initiatives between the community and public and private sectors in eight critical areas: infrastructure, community development, rural economic development, income generation, health, education, culture and land.

With the "roadmap" developed, LRDP can implement and disseminate information about the methodology in prioritized post-conflict zones, starting with LRDP focus regions. Nevertheless, a major challenge with this tool, and with other participatory methodologies, is to avoid generating community expectations when there is no easily accessible mechanism to obtain resources for project implementation.

Activity 3.4.3: Increase participation of women and ethnic minorities in opportunities created

Activity 3.4.3.a: Promote productive project design for indigenous women (Annual Program Statement, APS, Grants)

<i>Sub-Activity Status</i>	<i>Planning Phase</i>
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Although LRDP has not yet awarded a grant for this sub-activity (development of the scope of this activity will begin next quarter), the Program did advance on project development and training on MGA methodology in Montes de María. This effort placed special attention on support to women and ethnic groups.

3.4 COMPONENT 4: STRENGTHEN THE GOC'S CAPACITY TO MONITOR AND EVALUATE RESTITUTION, FORMALIZATION, AND RURAL DEVELOPMENT PROGRAMS

Required Result 4.1: Support establishment and maintenance of a system to monitor and evaluate programs to restitute land, issue titles, and promote sustainable rural development

Activity 4.1.1: Improve SINERGIA's capacity to monitor GOC's land and rural development policies, and support regular communication and results reporting to civil society

Activity 4.1.1.a: Implement the new version of SINERGIA (Direct Implementation)

<i>Sub-Activity Status</i>	<i>In Progress</i>
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The main advance during the reporting period was agreement on the system's new technological architecture, including its vision, scope and technical requirements. In November, DNP's Director of the Office of Monitoring and Evaluation agreed to install the NDP in SINERGIA and present it to the Colombian Congress in February. Although LRDP's support on this front was scheduled to conclude this quarter (and the initial redesign of the system is ready), the new DNP Director has requested that the system be more dynamic and interactive. LRDP is currently evaluating the possibility of extending support to comply with additional system requirements. For maximum impact, adjustments to the evaluation module must be complete by the February launch. During the next reporting period, LRDP will implement the front end, conduct tests to ensure a smooth roll out, work with DNP on the installation and presentation of the NDP and agree on a plan that establishes the system's regional distribution and usage.

Activity 4.1.2: Support the development of web-based systems that monitor and exchange land information

Activity 4.1.2.a: Strengthen information systems for the GOC land institutions in order to enable them to exchange land information (STTA, Subcontract)

Sub-Activity Status	In Progress
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LRDP is supporting eight information systems to monitor and speed up the land restitution process (for more details about each system, including objectives and functionality, please see Annex F). Progress as of this reporting period includes:

LRU:

1. National Sentence Monitoring System (30% complete, on track to finish in June)
2. Claim Monitoring System/Judicial Module (25% complete, Phase I, on track to finish in April/Phase II (Paperless/Electronic Claim), on track to finish in June)
3. Ethnic Restitution Module (10% complete, on track to finish in March)

SNR:

1. Restitution Judgment and Application Monitoring System (71% complete, on track to finish in May)
2. Property Title Study System (15% complete, on track to finish in February)
3. Exempt System (70% complete, on track to finish in March)

IGAC:

1. System for Monitoring IGAC Intervention in Land Restitution Process and Post-Ruling Actions (33% complete, on track to finish in May)
2. National Cadaster System (75% complete - 1,785 magnetic files recovered covering 764,846 property files in 22 departments, on track to finish in January)

Reaching an agreement on support to INCODER on an information system has proven challenging. Program management is closely following-up on this issue given the important role this institution plays in the land restitution process (INCODER frequently receives judicial orders associated with a restitution ruling). LRDP plans to schedule a presentation about its work on these systems for the USAID Front Office and relevant USAID programs during the next reporting period.

Activity 4.1.2.b: Develop and implement a land information interoperability platform, *Nodo de Tierras* (Land Node) (STTA, Subcontract)

Sub-Activity Status	In Progress
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This quarter, the Program formed the Land Node's core team of experts and began work in November. The Program selected group members in December. The group includes two process specialists, one legal expert, one technical secretary and two systems analysts. LRDP met with the Vice Minister of Information and Communications Technology (MinTIC) to present the project and reach agreements related to the enterprise service bus (ESB).¹⁴ The Program supported the GOC to reach agreement on the Land Node designees within each participating entity. The team also developed and standardized the methodology and templates to map out processes and document the project's implementation. On the specific topic of process mapping, the Program

¹⁴ "An enterprise service bus (ESB) is a software architecture for middleware that provides fundamental services for more complex architectures. For example, an ESB incorporates the features required to implement a service-oriented architecture (SOA). In a general sense, an ESB can be thought of as a mechanism that manages access to applications and services (especially legacy versions) to present a single, simple, and consistent interface to end-users via Web- or forms-based client-side front ends." Please see <http://searchsoa.techtarget.com/definition/enterprise-service-bus>

completed a classification of processes related with the exchange of the LRU's information and has begun this task with the Superior Judicial Council (CSJ).

LRDP conducted an analysis of the current legal framework, because the law may be as important a limitation or enabling factor to the exchange of information as technical standards and tools. The Program examined new legal provisions, going beyond current legislation on victims-related issues to link the Land Node with other legal frameworks. The Program also analyzed bilateral interagency agreements on information exchange signed between the LRU, CSJ and MinTIC and participating Land Node entities.

A challenge encountered this quarter was the change in Land Node designees following the inauguration of a new GOC administration. LRDP's weekly interagency Land Node meeting helps mitigate the risk this turnover could pose to the project. It is also important to note that the MinTIC's new ESB must be fully operational before the system can be rolled out and used. LRDP can support the MinTIC on this issue but will not assume the GOC's responsibility for ensuring the functionality and navigability of the Land Node.

During the next reporting period, LRDP will support the LRU in an executive-level presentation of the Land Node to national directors of participating entities to obtain their buy-in and commitment to the project. The LRU, as the head of the National Information Network Land Committee and therefore the entity leading the charge on the Land Node's development, would like to arrange for the President to attend – this is subject to confirmation. Among other tasks, the Program also expects to complete process mapping in the seven remaining entities and reach legal agreements that cover each entity (the exact mechanism has not yet been decided).

Activity 4.1.3: Support the engagement of civil society organizations in GOC evaluations of land themes

Activity 4.1.3.a: Support the dissemination and diffusion of the rights to have access to land with a differential approach (gender-childhood-ethnicity) (Direct Implementation)

Sub-Activity Status | **In Progress**

Although originally programmed to begin next quarter, on November 20, LRDP supported an event focused on gender-sensitive research related to land restitution. The event was held in collaboration with UN Women, National University of Colombia, LRU, and MARD. Participants included international cooperation agencies, social organizations and civil society. The goal was for attendees to become familiar with six research projects on women and land restitution that have been conducted. The event encouraged GOC entities as well as international cooperation agencies to identify potential areas for coordination and collaboration. LRDP is now helping the LRU develop an electronic bibliography based on these projects that it can distribute to regional staff. A follow up forum and the first ever public policy debate on children and youth land and restitution issues will be held at the National University on February 5.

4. PROJECT MANAGEMENT

I. CONTRACTS & GRANTS

During the reporting period, LRDP awarded two grants (to *Fundación Ayara* and CODHES, both of them received under the APS published in February 2014) and signed one subcontract (to start on January 5, 2015 in support of Component 3 activities).

TABLE 1 - EXISTING LRDP SUBCONTRACTS AND GRANTS

Subcontract/Grantee	Component	Start Date	Finish Date	Type of Instrument
Corporación Desarrollo y Paz de Córdoba y Urabá – Cordupaz	1	May 12/14	Feb 27/15	FOG
CONSUCOL-Massive Registration	2	Aug 5/14	Jan 30/15	FPS

Subcontract/Grantee	Component	Start Date	Finish Date	Type of Instrument
OBSERVATORIO DEL CARIBE	3	Jul 15/14	Feb 27/15	FPS
COOBRA	3	Sept 29/14	Apr 29/15	FPS
Instituto de Ciencia Política – ICP	3	Sep 1/14	Jun 30/15	FPS
Fundación Semana	3	Feb 21/14	Feb 8/15	FOG
PACTOS CONSULTORES	3	Jan 5/15	May 30/15	FPS
Activa Marketing Communications SAS	4	May 12/14	Jan 20/15	FPS
Technology Services LTDA.	4	Jun 16/14	Apr 15/15	FPS
Gonet Colombia SA de CV	4	Sept 15/14	Mar 16/15	FPS
FEDESARROLLO	GM	Jul 15/14	Apr 15/15	FPS
CODHES	GM	Nov 13/14	Sep 13/15	FOG
Fundación AYARA	GM	Nov 14/14	Nov 13/15	FOG
TOTAL				

Legend: FOG – Fixed Obligation Grant; FPS – Fixed Price Subcontract; GM – Gender and Minority

II. OFFICES

During the reporting period, LRDP completed the remodeling of the regional offices in Villavicencio and Valledupar. Both teams had been operating from temporary offices in local hotels and successfully transitioned to permanent offices.

III. STAFFING

Currently LRDP has 95 approved positions for long-term staff. Of this total, 87 positions have been filled. During the reporting period, LRDP completed hiring of a total of 23 long-term staff, including the field representative for Tolima in late December 2014. There are two other specialist positions still under recruitment for Tolima – for formalization and rural development, as well as two formalization specialists, one for Cesar and another for Cauca.

In cooperation with our institutional subcontractor AECOM, LRDP continues the process to recruit and hire the most appropriate replacement candidate for the Component 3 (rural development) Leader. LRDP has interviewed approximately 15 candidates and selected finalists. LRDP expects to present a candidate for USAID review, consideration, and approval early during FY15Q2.

LRDP recruited and hired nine short-term consultants during the quarter to carry out technical assistance activities on a variety of topics in support of program technical activities. This includes software developers for the database cross-reference activity under Component 2, data-entry specialists for the Component 4 Land Node activity and rural development experts to support DNP with the Rural Mission and MARD for the Agrarian Pact.

IV. ESTABLISHMENT OF SYSTEMS

The major accomplishment during the reporting period was the full rollout of the Mission platform. The Mission Approval Module had been operational since July 2014. LRDP launched the following modules on October 1st: Activity, Time, Travel and SOP (Standard Operating Procedures). Mission is now the primary repository for information related to activity implementation. During the reporting period, LRDP staff worked diligently to upload historic information for activities approved and implemented during the first year of the program. During the following reporting period, LRDP will complete the upload process of all historic data related to implemented activities. LRDP staff is now familiar with the usage of the system and new *fichas* are being developed and budgeted in Mission for USAID approval.

ANNEX A. PROJECT SPECIFIC PERFORMANCE INDICATORS

TABLE A-1 - INDICATOR PROGRESS¹⁵

NO.	INDICATOR	FY15Q1 PROGRESS	FY15 TARGET	FY15 PROGRESS %
Program Objective: Build the capacity of State institutions to administer programs to restitute land to victims, extend land titling to prioritized rural areas, and promote sustainable rural development in order to enable beneficiaries to make productive use of their land and assets				
Cross-Cutting PO1	Number of households that have obtained documented property rights and/or development assistance as a result of program assistance (FACTS 4.7.4-5 and D01-034, LPTR Division Indicator i)	272 ¹⁶	GOC ¹⁷	TBD
Cross-Cutting PO2	Percentage of women, minorities, and vulnerable populations directly benefiting from LRDP assistance in land restitution, formalization, rural development, and/or M&E (Custom)	44% ¹⁸	20%	220%
Cross-Cutting PO3	Number of bottlenecks and constraints affecting GOC institutions in restitution, formalization, rural development, and/or IKM systems resolved as a result of LRDP assistance (Custom)	5	45	11%
Cross-Cutting PO4	Number of laws, policies, or procedures drafted, proposed, or adopted to promote gender equality, land restitution, formalization restitution, and rural development, at the regional, national, or local level as a result of LRDP assistance (GNDR-1)	18	18	100%
Cross-Cutting PO5	Number of government officials, traditional authority, or individuals trained in land tenure, property rights, rural development, and/or IKM systems as a result of LRDP assistance (FACTS 4.7.4-5, LPTR Division Indicator ii)	2,074	850	244%
Objective 1: Increase capacity of the GOC Land Restitution Unit and relevant agencies to restitute lands to victims of conflict				
O1.1	Number of restitution cases resolved (DO1-041, LPTR Division Indicator iv)	272 ¹⁹	GOC	TBD
1.1.1	Number of restitution cases with a substantive administrative decision (Custom)	3,679 ²⁰	GOC	TBD
1.4.1	Number of inter-agency agreements to improve land restitution as a result of LRDP support (Custom)	2	20	10%

¹⁵ This chart contains indicators and goals adjusted for FY2015.

¹⁶ Sum of households who have benefited from a land restitution court ruling and households who have formalized the ownership of their land. Source: SINERGIA, INCODER.

¹² These goals will be established in accordance with the goals the GOC includes in its 2014-2018 National Development Plan.

¹⁸ Forty percent of those applying for restitution of land that was stolen or abandoned are women and forty eight percent of MARD's Rural Property Formalization Program beneficiaries are women. Source: LRU Bulletin, December 2014, and MARD, <http://formalizacion.minagricultura.gov.co/resultados> October 31 2014.

¹⁹ Source: SINERGIA, November 30, 2014.

²⁰ Source: SINERGIA, LRU, November 30, 2014.

NO.	INDICATOR	FY15Q1 PROGRESS	FY15 TARGET	FY15 PROGRESS %
Objective 2: Strengthen the capacity of the Ministry of Agriculture and relevant GOC agencies to formalize rural property				
O2.1	Number of titles registered (Custom, LPTR Division Indicator iv)	0	1,000	0%
2.1.1	Number of formalization cases processed (DO1-040)	4,373 ²¹	6,000	73%
2.2.1	Number of targeted municipalities in which the formalization program is operating as a result of program assistance (Custom)	0	4	0%
2.3.1	Number of cases of illegally purchased, illegally used, or inappropriately occupied lands processed by INCODER with LRDP support (Custom)	0	300	0%
Objective 3: Increase the opportunities for sustainable licit rural livelihoods in conflict-affected areas				
O3.1	Percentage increase in national-level resources allocated in targeted LRDP regions (Custom)	TBD ²²	5%	TBD
3.1.1	Departmental and Municipal Rural Plans with Rural Development Components included in targeted regions (Custom)	0	5	0%
3.1.2	Number of Local Government Investment Programs being implemented in targeted regions with LRDP support (Custom)	15	17	88%
3.3.1	Percentage increase in resources directly allocated to agriculture and rural development at the municipal level in targeted areas (Custom)	TBD	5%	TBD
3.4.1	Number of new LRDP-supported public-private partnerships (PPPs) formed (FACTS-PPP5)	0	1	0%
Objective 4: Strengthen the GOC's capacity to monitor and evaluate restitution, formalization, and rural development programs				
O4.1	Percentage increase in the capacity of land and rural development institutions to consolidate, share, and report M&E information (Custom)	TBD ²³	5% above Baseline	TBD
4.1.1	Number of information systems reporting land and rural development information as a result of LRDP assistance (Custom)	2	10	20%

21 Source: INCODER, CONSUCOL. Cases supported by LRDP.

22 During FY14Q4, LRDP conducted a budget analysis, looking at data over the past 10 years in LRDP target municipalities as well as a control group of municipalities, to determine what level of resources were allocated by the national government. During FY15, when the GOC releases information, the Program will calculate the 2013-2014 increase.

23 During 2014, LRDP conducted a baseline using the IKM-focused institutional capacity index. At the end of 2015, LRDP expects to conduct a second measurement.

CROSS-CUTTING INDICATORS

TABLE A-2 – SUMMARY OF PO3 PROGRESS (BOTTLENECKS RESOLVED) DURING FY15Q1

LRDP Component	Number of Bottlenecks Resolved
Land Restitution	3
Land Formalization	1
Rural Development	1
Total	5

LRDP identified, designed, and proposed technical solutions for 28 bottlenecks during the reporting period. Of that total, five have been resolved. The remainder have the potential to be resolved once GOC entities adopt and put proposed technical solutions into practice. LRDP will monitor and continue to provide technical assistance for this purpose.

TABLE A-3 – PO3 PROGRESS: BOTTLENECKS WITH LRDP INTERVENTION AND PROPOSED TECHNICAL SOLUTIONS

LRDP COMPONENT	DESCRIPTION OF BOTTLENECK	INTERVENTION UNDERTAKEN BY LRDP
Land Restitution	Plot identification problem in the Villa del Rosario (Northern Santander) municipality. The plot was assumed to be an urban <i>baldo</i> and once adjudicated it was identified as private property. A replacement had not been sorted out because the case involves a minor. INCODER's land subdivision did not appropriately identify 17 families' property rights. One of these families has requested land restitution.	LRDP supported the organization, methodological development and systematization of the Multidisciplinary Case Clinic, which led to a technical solution being implemented by one or several GOC entities.
Land Restitution	The current context of threats and violent acts against the lives and safety of LRU public officials and consultants necessitate that LRU security protocols be reviewed and updated.	LRDP held meetings and worked jointly with LRU staff from the Prevention, Protection and Security Management Group. The Program organized expert visits to four regional offices to collect information and validate security protocol revisions (Putumayo, Tolima, Meta and Magdalena). LRU expressed their satisfaction with the work and now has new security protocols and standards in place to make the restitution process safer for staff.
Land Restitution	LRU lacked a methodology to guide its intervention on plots with secondary occupants.	LRDP validated the secondary occupant classification methodology and applied it to 63 classifications, a number of which were included in recent restitution claims brought forth by the LRU Sucre Office. The Program also came up with recommendations for the LRU to approach the secondary occupant situation and to better structure its secondary occupant program.

LRDP COMPONENT	DESCRIPTION OF BOTTLENECK	INTERVENTION UNDERTAKEN BY LRDP
Land Formalization	Formalization of properties from the National Agrarian Fund cannot be completed when a restitution claim has been lodged in relation to the same plot. In and of itself, this is not necessarily a bottleneck, but in some areas the restitution process has not been given the green light in terms of security (i.e. the area has not been "focalized" by the GOC). As a result, the LRU cannot proceed with restitution processes, such as the determination of whether the case should be entered into the registry of land takeovers. This means that this kind of property remains the state's responsibility and as such, it must pay taxes on it. It also maintains a situation of legal uncertainty over property rights for beneficiaries and for the institutional structure itself.	LRDP supported the LRU in the micro-focalization of an area of the Macayepos <i>corregimiento</i> in the municipality of El Carmen de Bolívar (Bolívar). There are four FNA plots there where INCODER cannot complete the formalization process because of restitution. LRDP analyzed cases and defined legal paths to formalization, such as sending cases back to INCODER or documented information for a restitution judge to formalize through Law 1448 of 2011. Recommendations developed through this pilot will be distributed for comment with relevant entities through technical meetings scheduled for the first half of 2015. These inputs were shared with LRDP consultants who are working on generating formalization policy recommendations at the national level.
Rural Development	The Colombian government acknowledges that there is a significant gap between its rural and urban populations in terms of well-being and living conditions. This is the result of many decades of public policy that has not prioritized the needs of the countryside or rural development. Rural poverty is 2.3 times the rate registered in urban centers and agricultural productivity has not grown as expected. As a result, a substantial increase in the amount of investment in public resources in rural areas of the country is required. Building local capacity to manage these funds through support to both individual and organizational human resources is necessary.	LRDP established a baseline of public investment over the past three years in the 15 Montes de María municipalities. In coordination with regional entities, the Program built capacity of 54 public officials and 41 representatives of producer and <i>campesino</i> associations to use the general adjusted methodology (MGA) for project development and resource management. Forty-nine MGA-structured projects were developed (45 municipal, 4 departmental).

TABLE A-4 – PO4 PROGRESS: NUMBER OF LAWS, POLICIES, OR PROCEDURES DRAFTED, PROPOSED, OR ADOPTED TO PROMOTE GENDER EQUALITY, LAND RESTITUTION, FORMALIZATION AND RURAL DEVELOPMENT

LRDP COMPONENT	LAW, POLICY OR PROCEDURE	STATUS
Land Restitution	Updated LRU Security Protocols	Adopted
Land Restitution	Training methodology for the Ombudsman's Office to carry out its land restitution responsibilities	Adopted
Land Restitution	Regional technical guide on LRU and Victims Unit coordination	Proposed
Land Restitution	Delivery protocol for restituted plots	Proposed
Land Restitution	Secondary occupants classification methodology	Proposed
Land Restitution	Inputs to National Development Plan: <ul style="list-style-type: none"> • Secondary occupants • Strengthening Public Prosecutor's Office²⁴ • Strengthening entities responsible for land restitution • Alternative conflict resolution mechanisms 	Draft
Land Restitution	LRU Compensation Fund Financial Model	Draft

24 In Spanish, the *Ministerio Público*, which includes the Inspector General's Office, Ombudsman's Office and municipal ombudsmen.

LRDP COMPONENT	LAW, POLICY OR PROCEDURE	STATUS
Land Restitution/ Gender and Minorities	Methodology and thematic structure of training workshops for women on their rights to land (in cooperation with the LRU)	Proposed
Land Restitution/ Gender and Minorities	Legal tools available for women with respect to differential restitution procedures	Draft
Land Formalization	Legal ways to formalize <i>baldíos</i> from the National Agrarian Fund	Draft
Land Formalization	Regulatory and normative adjustments to facilitate the implementation of rural property formalization policy on a massive scale and that will allow for the rural property formalization process to have its own legal framework in Colombia (Bill)	Draft
Land Formalization	Institutional arrangement for land formalization policy (document delivered to the DNP's Rural Mission)	Draft
Land Formalization	Adjustments to INCODER's <i>baldío</i> adjudication processes	Draft
Land Formalization	Municipal formalization plan methodology	Draft
Land Formalization	Data update in local and national information systems and revision of case file management procedures in four regions (Amazon, Cauca, Huila and Antioquia)	Draft
Rural Development	Inputs to the National Development Plan: <ul style="list-style-type: none"> • Include the results of the systematization of communities' policy proposals that were collected at the local and regional level through the Agrarian Pact • Define PDRIET as an instrument to formulate and implement rural development policy with a gender-sensitive approach • Strengthen the Secretaries of Agriculture, promote fiscal decentralization, encourage regional coordination with other entities, and define their relationship with MARD • Provide public goods as a key element of competitiveness and the modernization of the sector 	Draft
Rural Development	Input to DNP Rural Mission: Strengthening the role of Secretaries of Agriculture as a sector agency with its own budget	Draft
Rural Development	Input to DNP Rural Mission: Proposal for a new institutional framework for regional rural development, proposing participation, fiscal decentralization, grassroots, flexibility, increased regional capacity, defined rural public policies, empowerment of local actors, and evaluation and follow up as its ideal attributes.	Draft

TABLE A-5 – PO5 PROGRESS: NUMBER OF GOVERNMENT OFFICIALS, TRADITIONAL AUTHORITIES, OR INDIVIDUALS TRAINED

LRDP COMPONENT/ CROSSCUTTING ACTIVITY	WOMEN TRAINED DURING FY15Q1	MEN TRAINED DURING FY15Q1	TOTAL TRAINED DURING FY15Q1
Land Restitution	201	262	463
Land Formalization	176	233	409
Rural Development	179	564	743
GOC M&E	34	9	43
Gender and Minorities	305	111	416
TOTAL	895	1179	2074

SPECIFIC ADVANCES BY COMPONENT

LAND RESTITUTION

The results of the GOC's land restitution policy, represented by indicator 1.1.1 (number of restitution cases with a substantive administrative decision, the responsibility of the LRU) and indicator O1.1 (number of restitution cases resolved, the responsibility of the judicial branch), show a slight increase in growth trend during the reporting period. However, a wide gap persists between the number of claims LRU has received to be entered into the registry of abandoned and stolen land (71,652), those claims entered (8,897) and claims with a judicial sentence (1,733).²⁵

One explanation for this slow growth in GOC indicators is the speed at which the government has designated areas as safe enough for restitution to proceed (known as macro and micro-focalization). An area must receive this designation before restitution claims can be accepted into the registry, and a significant number of claims include plots that fall outside these zones. LRDP expects to make progress on this issue by providing support to conduct participatory community surveys in conjunction with humanitarian demining in areas that might otherwise qualify for focalization. The Program has also updated the LRU's official set of security protocols to help protect both government officials and restitution beneficiaries involved in the restitution process. Nevertheless, the decision to expand macro and micro-focalized areas ultimately depends on political will within the GOC. Two other reasons that may explain this gap include the lack of implementation of restitution via an administrative route and under-use of alternate conflict resolution mechanisms. These three factors are some of the assumptions that undergird LRDP's work that must materialize for the GOC to achieve planned results. The Program included these in its revised AMEP for FY15. Changes to the legal framework may be required to expedite the restitution process.

In terms of compliance with restitution sentences, the identification and classification of the predicament of secondary occupants garnered LRDP's special attention, leading to technical dialogue, training of regional ombudsmen, development of case clinics and recommendations – all taking a “do no harm” approach with GOC institutions and judges. Current legislation does not specify how to handle “secondary occupant” situations and often times the secondary occupants are viewed as those invading land – when in fact, they too may be victims of the conflict. The Program has helped to shed light on this important issue.

The Program helped the GOC chart new paths forward on restitution topics related to ethnic community rights, gender equity, and elderly and youth issues by building the capacity of the LRU to deal with these issues. LRDP came up with adjustments to procedures and manuals and generated recommendations to ensure relevant actors take these key issues under consideration and incorporate them into land restitution processes.

TABLE A-6 – 1.4.1 NUMBER OF INTER-AGENCY AGREEMENTS TO IMPROVE LAND RESTITUTION AS A RESULT OF LRDP SUPPORT

PARTICIPATING ENTITIES	NAME OF AGREEMENT/ACCORD	OBJECTIVE
Regional entities, Land Restitution Sub-Committee	Decree 181 of 2014, issued by the Sucre Governor's Office " <i>Por el cual se crea formalmente el Sub comité de Restitución de Tierras del comité departamental de Justicia Transicional y se modifica el numeral 3 del artículo 8 del decreto 0544 del 2.012</i> "	Legal and formal establishment of the land restitution subcommittee and establishment of its internal regulations as a space for coordination to implement Law 1448/2011
National level offices of LRU, Victims Unit, CSJ	Interagency Committee for the Coordination of Ethnic Meetings	Implementation of a methodology to bring together traditional, judicial and administrative authorities for a productive dialogue to resolve conflicts about restitution

²⁵ Source: SINERGIA, LRU, November 30, 2014

Progress on indicators PO3, PO4, PO5 and 1.4.1 in the restitution component suggests that LRDP continues to contribute to strengthening the LRU and entities related to the restitution process so that they can better facilitate the administrative and post-ruling phases of the restitution process. This is being achieved through the application of technical solutions to resolve bottlenecks at critical steps along the way and by promoting interagency coordination and providing information and communications technology tools. To the extent that LRDP's support to the LRU and relevant GOC agencies improves knowledge, attitudes and practices, the result will be a faster, higher-quality administrative phase of the restitution process, which will contribute to more efficient and effective judicial and post-ruling phases. These results will be measured with indicators O1.1 and 1.1.1.

LAND FORMALIZATION

Indicators O2.1 and 2.1.1 are related to the intermediate and final stages in the formalization process for public and private parcels. To date, GOC actions and LRDP support to the GOC have been focused on identifying bottlenecks and best practices, the analysis of complex cases for massive formalization, the incorporation of gender and minority issues, and in the generation of technical solutions to troubleshoot issues, rather than the implementation of massive formalization efforts.

The GOC will implement massive and inclusive formalization in so far as it has the capacity to resolve bottlenecks that are preventing it from happening. For this reason, at the moment, the behavior of these two indicators reflects the results of technical studies and pilot projects being implemented by LRDP or the GOC (in the municipalities of Ovejas in Sucre and Santander de Quilichao in Cauca, referred to in indicator 2.2.1), as well as the progress on formalization processes identified through the pilot project on massive registration of *baldío* and FNA adjudications in prioritized departments.

These efforts, to the extent that they contribute to resolving formalization cases through the collection, classification and processing of information, help systematize lessons learned and encourage replication and discovery and implementation of technical solutions in GOC entities. As bottlenecks are resolved and massive formalization begins to be implemented, these two indicators will be fundamental for measuring results achieved.

Municipal formalization plans are key instruments for bringing massive formalization to life. LRDP has the goal, measured through indicator 2.2.1., to support GOC work in four municipalities during 2015. During FY15Q1, the Program made progress validating the methodology and on interagency management with IGAC and three mayoral offices.

Indicators 2.3.1. and 2.3.2. are related to the final steps in the process of recovering land belonging to the nation and their transfer to dispossessed *campesinos*. To date, the GOC has not resolved enormous bottlenecks that are holding up processes at their initial stages. LRDP is beginning to intervene with actions directed at overcoming these obstacles, for example, by helping to develop an action plan to conduct an inventory of the nation's lands adjudicated in an unlawful way to individuals and companies through questionable judicial rulings. These actions aim at initial and intermediate steps in recovery processes and their results must be complemented by political decisions, followed by actions taken on behalf of the state, represented by the GOC, the Colombian Congress and the judicial branch – culminating in the effective recovery of these plots and their inclusion in the Land Fund or transfer to *campesinos*. At present, these two indicators will be used to measure the effectiveness of this policy.

Progress against indicators PO3, PO4 and PO5 reflect the actions LRDP is taking to promote institutional strengthening of national and regional entities related to land formalization.

RURAL DEVELOPMENT

Indicators O3.1 and 3.3.1 are useful to evaluate one of the driving factors of rural development: the increase in public investment in rural municipalities and departments, which is the responsibility of the national Colombian

government, and investment of budget allocations in rural development sectors and activities, which falls on the shoulders of regional entities.

The majority of municipal resources in Colombia are established by law through automatic transfer subsystems. However, the local regional entities can access additional resources through the co-financing system. In this system, the increase in the allocation of national resources to rural municipalities and departments depends, above all else, on GOC political will. This political will is an important assumption that must hold true if the Program's theory of change is to work.

With 2015 preliminary budget information from DNP, it is possible to predict an increase in national resources allocated to municipalities. However, this is subject to confirmation and evaluation when there is definitive information and when it is possible to verify that funds have in fact reached regional entities.

LRDP is implementing institutional strengthening activities aimed at resolving bottlenecks to ensure the following:

- National-level resources reach activities and sectors that are key to rural development in a timely fashion;
- The sector's national and regional entities' capacity to make investment priorities in a participatory and inclusive way is strengthened; and,
- Resources are properly executed and managed.

Progress on indicators PO3, PO4 and PO5 in rural development show that LRDP is advancing towards products that are in line with the Program's desired results.

Indicators 3.1.1. and 3.1.2. are used to evaluate the capacity of regional entities to plan and manage resources to finance rural development. The primary regional rural development planning tool is through the PDRIETs. During FY15 and FY16, LRDP will provide technical assistance to departmental and municipal institutions in LRDP focus regions to facilitate the development and implementation of PDRIETs. Work is already underway (during FY15Q1), with the inclusion of key rural development topics and gender issues in the latest draft of the 2014-2018 National Development Plan, the identification and formulation of regional rural development projects that will be co-financed with Agrarian Pact resources and with the identification of bottlenecks in the allocation and execution of INCODER's resources.

LRDP's intervention will contribute to the inclusion of rural development in the local development plans at the departmental and municipal levels during the first quarter of 2016 – this should support implementation of PDRIETs. During 2014 and FY15Q1, indicator 3.1.2. shows the support from LRDP to the identification and formulation of rural development investment projects and programs, which should be incorporated into the PDRIETs. With indicator 3.1.1., the Program will be able to certify the formulation and implementation of the PDRIETs and the inclusion of rural development in regional development plans starting in the last two quarters of 2015 and during 2016.

Public-private partnerships (PPPs) are an essential tool to promote private investment in projects that benefit the public and, in particular, rural development activities such as roads, irrigation and drainage infrastructure and product marketing. It is important for PPPs to be linked throughout rural development mechanisms, in particular in the PDRIETs and the municipal and gubernatorial rural development plans. During FY15Q3/Q4, LRDP will design and promote PPP models in the program's focus regions. The Program will start to use this indicator in 2016 to verify the results of these activities.

GOC MONITORING AND EVALUATION

During FY15Q1, LRDP has continued to implement institutional strengthening activities; in particular those focused on providing information and technology communications tools (Land Node, SINERGIA, new information

systems). The result of these activities is measured through indicator O4.1. During FY14, the Program calculated a baseline for this indicator and will carry out a second measurement at the end of FY15 with the expectation that progress will be noted and registered. In addition, assuming that these ICT tools begin to operate, they will contribute to resolving bottlenecks in the land restitution and formalization processes, which will be reflected in indicator O4.1.

Indicator 4.1.1, which measured LRDP's support to land and rural development information systems, shows qualitative and quantitative progress. All information systems supported by LRDP are in the development stage, and five of them will become operational in FY15Q2. Once they go online, entities will have increased capacity to monitor and evaluate land and rural development programs, and restitution and formalization processes will be made more efficient and effective.

TABLE A-7 – LRDP SUPPORT TO SPECIFIC GOC INFO SYSTEMS

GOC Entity	Information System	Status
DNP	National System for Evaluation of Public Sector Performance – SINERGIA	In development
SNR	Property Title Study System	In development – 70%
SNR	Restitution Judgment and Application Monitoring System	In development – 71%
SNR	Exemptions System	In development – 15%
LRU	Claim Monitoring System/Judicial Module	In development – 25%
LRU	National Sentence Monitoring System	In development – 30%
LRU	Ethnic Module	In development – 10%
IGAC	National Cadaster System	In implementation (start up) – 75%
IGAC	System for Monitoring IGAC Intervention in Land Restitution Process and Post-Ruling Actions	In development – 33%

USAID/WASHINGTON LAND TENURE AND PROPERTY RIGHTS (LTPR) DIVISION INDICATORS

LRDP included three LPTR Division indicators when it adjusted its AMEP for FY15:

TABLE A-8 – LPTR DIVISION INDICATORS ASSOCIATED WITH LRDP AMEP INDICATORS AND PROGRESS

LPTR DIVISION INDICATOR	LRDP AMEP INDICATOR (S)	FY15Q1 PROGRESS
i. The number of household, commercial, and other legal entities (e.g., NGOs, churches, hospitals) receiving formal recognition of ownership and/or use rights through certificates, titles, leases, or other recorded documentation by government institutions or traditional authorities at national or local levels.	PO1	272 families
ii. The number of public officials, traditional authorities, project beneficiaries, and representatives of the private sector receiving formal on-the-job land training or technical assistance regarding registration, surveying, conflict resolution, land allocation, land use planning, land legislation, land management or new technologies.	PO5	2,074 people
iv. The number of parcels with relevant parcel information corrected or newly incorporated into an official land administration system (whether a system for the property registry, cadaster, or an integrated system).	O1.1 and O2.1	272 parcels

CONCLUSIONS

The products and immediate effects of activities under implementation indicate an alignment with the results and objectives established in LRDP's results framework, as was anticipated in the LRDP Y2 Work Plan. This finding is important because it confirms, even though the plan has just begun, that activities are focused. In addition, second year activities demonstrate a capacity to quickly generate products and impact. Focus and speed allows for an efficient and effective use of program resources.

Many of the Program's second year activities result in intermediate products, which, when put into practice by GOC officials and staff, are going to generate medium- and long-term results and impact in knowledge, attitudes and practices. To ensure that these effects and results occur, it may be necessary to undertake activities to follow up and assist in the implementation of technical solutions proposed and delivered to the GOC. This tracking could be done by the Program's M&E area and the assistance carried out by LRDP technical teams.

There are indications that the GOC could have difficulty meeting some of the assumptions that LRDP laid out in its FY15 AMEP. If this trend is confirmed, it would be important for LRDP to let both the GOC and USAID know, given that achieving a significant portion of LRDP's results and objectives depend on a mix of program activities and assumptions, some of which are GOC decisions and actions, proving true. The next Strategic Review Session may be a suitable setting to address this issue.

FIXED FEE DELIVERABLES

SECOND YEAR FIXED-FEE CONTRACT DELIVERABLES (OCTOBER 2014 – SEPTEMBER 2015)							
Reference No.	Component	Result	Fixed-Fee Contract Deliverables	Annual Work Plan Activity Deliverable	Methods of Verification	Quality Standard(s)	Status
R1Y2	Restitution	1.1	LRU senior management capacity improved	1.1.1	Minimum 15 training workshops conducted with senior management	Improved management capacity score	In Progress
R2Y2	Restitution	1.2	IKM framework in place with national and subnational targets (restitution cases)	1.2.3	Inputs on procedures for digitization and electronic file management provided to LRU for development of their Integrated Quality Management System	Report with procedural recommendations accepted by LRU	In Progress
R3Y2	Restitution	1.2	Legal framework improved for administrative and mass restitution	1.2.2.	Legal tools drafted for LRU or other GOC restitution related entity	Minimum of two regulations or procedures submitted to LRU and/or relevant GOC entity to improve restitution policy effectiveness	In Progress
R4Y2	Restitution	1.2	Participation of groups and subjects of special protection in restitution of land increased	1.2.4	Methodology for conflict resolution and consensus building between ethnic, judicial, and administrative authorities on restitution topics	Methodology submitted to LRU	In Progress
R5Y2	Restitution	1.3	Capacity of LRU and other GOC entities to evaluate priorities installed	1.3.2	Document with budget and prioritization input into municipal PATs	Inputs provided to at least two municipalities per region	In Progress
R6Y2	Restitution	1.2	Land information and M&E systems of GOC agencies better coordinated – restitution studies	1.2.4	Study of ethnic community land rights to improve LRU capacity to monitor vulnerable groups	Study submitted to LRU	In Progress
R7Y2	Restitution	1.3	Operating efficiency Cadaster Institution, INCODER, and National Registry improved	1.3.3	Parcel-identification pilot conducted that simultaneously serves cadastral survey, restitution, and formalization processes	Methodology for parcel identification developed based on pilot experience	In Design

SECOND YEAR FIXED-FEE CONTRACT DELIVERABLES (OCTOBER 2014 – SEPTEMBER 2015)							
Reference No.	Component	Result	Fixed-Fee Contract Deliverables	Annual Work Plan Activity Deliverable	Methods of Verification	Quality Standard(s)	Status
R8Y2	Restitution	1.3	Improved coordination among national and regional GOC agencies on restitution – interagency service agreements	1.3.1	Regular land restitution subcommittee meetings taking place in all LRDP regions	At least one inter-institutional coordination agreement executed per LRDP region	In Design
F1Y2	Formalization	2.2	Improved capacity to resolve land conflicts through alternative methods	2.2.3	Pilot conducted on alternative methods of conflict resolution	Report on typology of conflict and recommendations to resolve conflicts submitted to Ministry of Agriculture	Has Not Started
F2Y2	Formalization	2.2	Capacity to develop municipal formalization plans created	2.2.2 2.2.3	Municipal formalization plan methodology created	Minimum one municipal formalization plan developed based on new methodology	In Progress
F3Y2	Formalization	2.2	Capacity of GOC to conduct systematic and large-scale formalization processes developed	2.2.2	Large-scale analysis of thousands of land parcels through database cross-referencing to identify those that can be registered	Database submitted to INCODER	In Progress
F4Y2	Formalization	2.1	GOC capacity to issue land titles on ethnic lands made more efficient	2.1.3	Identification of bottlenecks, barriers to access, and recommendation for improvements to collective land rights formalization of ethnic communities	Report on formalization lessons based on experience with at least two ethnic groups submitted to INCODER	Has Not Started
F5Y2	Formalization	2.2	Municipalities' capabilities to maintain updated cadastral records strengthened	2.2.3	Recommendations on improved municipal cadaster management made based on Montes de Maria experience	Study submitted to IGAC	Has Not Started
F6Y2	Formalization	2.3	Capacity of GOC to increase takings of illegally acquired land increased – staff trained in new law	2.3.1	INCODER and MARD officials trained on the new Land Forfeiture Law, Ley 1608 (<i>Extinción de Dominio</i>)	Minimum one training conducted in each LRDP region	Has Not Started

SECOND YEAR FIXED-FEE CONTRACT DELIVERABLES (OCTOBER 2014 – SEPTEMBER 2015)							
Reference No.	Component	Result	Fixed-Fee Contract Deliverables	Annual Work Plan Activity Deliverable	Methods of Verification	Quality Standard(s)	Status
F7Y2	Formalization	2.3	Incorporation of CISA-SAE (<i>Central de Inversiones - Sociedad Activos Especiales</i>) lands into GOC Land Fund/Bank facilitated	2.3.1	Strategy for recovery of land defined	Report submitted to Office of High Peace Commissioner	Has Not Started
RD1Y2	Rural Development	3.1	Capacity of local and national governments to coordinate rural development strengthened	3.1.1	Inputs to the National Development Plan developed to build capacity of local and national governments to coordinate rural development	Document submitted to the MARD for inclusion in the National Development Plan	Achieved
RD2Y2	Rural Development	3.2	Capacity of regional secretaries of agriculture	3.2.4	Institutional strengthening plans developed for secretaries of agriculture	Five plans for regional secretaries submitted to MARD and respective secretaries of agriculture	In Progress
RD3Y2	Rural Development	3.2	Local rural development sector strengthened in line with the <i>Mision Rural</i>	3.2.4	Regionally focused institutional adjustment designed	Document on land and rural development with a territorial focus for the <i>Mision Rural</i> .	In Progress
RD4Y2	Rural Development	3.3	Awareness and commitment of civil society to promote modernization and sustainability of agricultural policy raised	3.3.3	National-regional coalition network created to support rural and agricultural sector modernization	Minimum of 10 meetings of coalition regional members	In Progress
RD5Y2	Rural Development	3.4	Private-sector investment in conflict-affected rural communities promoted	3.4.1	Regional pilot business roundtable designed and implemented	Pilot business roundtable meetings held in at least one region	Has Not Started
M&EGOC1Y2	Strengthen GOC Capacity to Monitor and Evaluate	4.1	Systems put in place to monitor and evaluate restitution, formalization, and rural development programs	4.1.1	Updated SINERGIA design completed	DNP and regional level GOC entities utilizing new version of SINERGIA	In Progress

SECOND YEAR FIXED-FEE CONTRACT DELIVERABLES (OCTOBER 2014 – SEPTEMBER 2015)							
Reference No.	Component	Result	Fixed-Fee Contract Deliverables	Annual Work Plan Activity Deliverable	Methods of Verification	Quality Standard(s)	Status
M&EGOC2Y2	Strengthen GOC Capacity to Monitor and Evaluate	4.1	Capacity of GOC to evaluate restitution, formalization, and rural development increased	4.1.2	Improved information systems used by minimum two entities	Recipient institutions certify using updated information system	In Progress
C1Y1	All	All	Consistent dissemination of project and GOC accomplishments/ impact.	Communications strategy	Periodic progress reports produced	A minimum of 12 progress reports submitted to COR	In Progress

ANNEX B. SUCCESS STORY

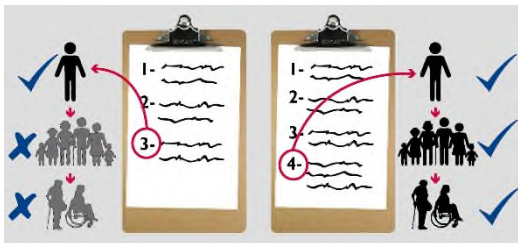


SUCCESS STORY

Disaggregating Data to Address Inequities in Land Restitution Process

January 2015

With USAID support, a modified government land restitution request form will better capture full panorama of rural Colombians' realities



A key modification to the LRU's forms concerned disability. LRDP helped position the LRU to better ensure a restituted plot is accessible by the entire family.

CHALLENGE Colombia's 2011 Victims and Land Restitution Law promises to provide comprehensive reparations to victims of the conflict, including land restitution. The law explicitly adopts a gender-sensitive approach and extends its sensitivity to characteristics of age, sexual orientation and disability. For the Government of Colombia (GOC) to best protect vulnerable populations, the Land Restitution Unit (LRU) must capture appropriate information in restitution requests. The form the LRU was using to conduct a situational analysis had very few fields about groups with a special protected status, and in the instructions for filling out the form, the LRU had not considered situations applying to women, children and youth, persons with a disability, elders, and/or LGBTI. Because the tool was general, the LRU did not have all the information it needed to implement the law.

INTIATIVE LRDP provided technical assistance to the LRU to secure the inclusion of more gender/age/disability-sensitive variables. For example, in Bogota, a disability rights expert reviewed and proposed new fields to include in the LRU's tool and held a series of strategic sessions with LRU regional offices. LRDP gave regional trainings to LRU lawyers and social experts on how to better apply the law in light of relevant legislation protecting human rights. Local LRU staff shared their experiences incorporating a disability-sensitive approach in their implementation of restitution policy and LRDP structured and modified products based on the feedback received.

RESULTS A key modification to the LRU's forms concerned disability. Although the LRU did ask about this previously, the question was limited to only asking about the title holder's status. In suggesting the LRU modify the form to collect more disaggregated data (asking about disability of all members of the family group), LRDP helped position the LRU to be better able to ensure the restituted plot is accessible by the entire family.

Telling Our Story

U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

ANNEX C. PROJECT BRIEF UPDATE

LAND AND RURAL DEVELOPMENT PROGRAM (LRDP)



LRDP supports local GOC agencies and national entities with regional branches, like the Land Restitution Unit (shown above in Montes de Maria). LRDP's strong presence on the ground helps the Program actively engage GOC entities to help them respond to community needs more quickly and efficiently.

As an institutional strengthening initiative, USAID/Colombia's Land and Rural Development Program (LRDP) is designed to help the Colombian Government (GOC) improve its ability to resolve the many complicated land issues that have plagued the country and fueled conflict for years. Rather than taking a short-term approach by resolving these issues directly for the GOC, LRDP strives for greater long-term impact. LRDP thus works to strengthen the GOC's capability to title and register lands held informally (formalization), return stolen or abandoned lands to their rightful owners (restitution), and to provide the basic services required for improved rural livelihoods – all of which are important elements of a broader effort by LRDP to help the GOC develop the rural sector. LRDP also provides targeted technical assistance to strengthen GOC capacity to monitor and evaluate restitution, formalization, and rural development programs and no matter how an activity is developed, LRDP initiatives are designed to help the GOC understand and respond to the different needs of women and ethnic minorities.



A sign in San Cristobal (Bolívar) reads, "Traditional territory of our community. Our land is not for sale..." According to representatives from this Afro-Colombian community, much of their land has been illegally sold. LRDP provided the LRU with technical assistance to document the Eladio Ariza Community Council's collective restitution claim. The government can draw from this experience in similar cases.

The Program achieves results through the following approaches:

- Delivering technical solutions to improve the efficiency of land management and rural development processes.
- Helping design and institutionalize training strategies and modules as part of the program's efforts to strengthen land and rural development institutions.
- Delivering high-level policy and legal guidance, to ensure that the regulatory environment is conducive to land and rural development reform.
- Improving information and communications technology tools to optimize the availability, quality and timeliness of relevant information and data.
- Promoting community participation by helping to build a stronger link and to increase trust between GOC entities and communities.

MEASURING FOR SUCCESS

LRDP YEAR 2 (Y2) STRATEGIC ACTIVITIES

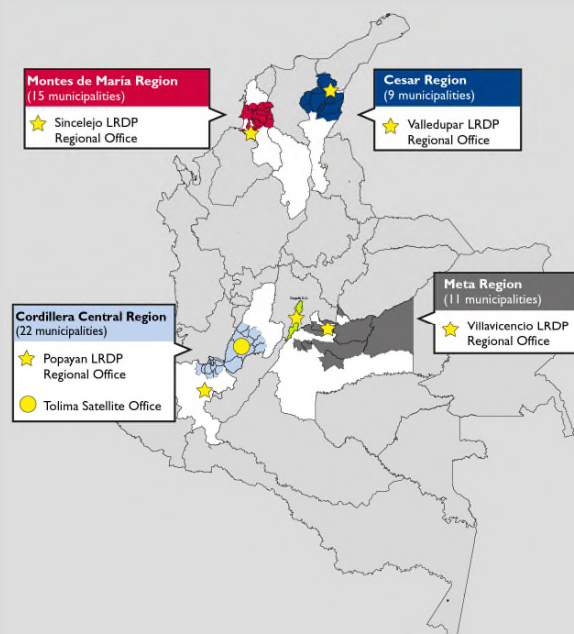
For more information, please consult LRDP's Y2 Work Plan and Activity Monitoring and Evaluation Plan****

Component	Strategic Activity	GOC Indicator**	Y2 Goal	LRDP Indicator***	Y2 Goal
Component 1: Increase capacity of the GOC to restitute lands to victims of conflict	Support GOC institutions to facilitate land restitution and property handover to benefit victims	1.1.1 Number of restitution cases with a substantive administrative decision (custom)	GOC*	1.4.1 Number of inter-agency agreements to improve land restitution as a result of LRDP support (custom)	15
Component 2: Strengthen the capacity of the government of Colombia to formalize rural property	Support the design and implementation of the Land Fund	2.3.1 Number of cases of illegally purchased, illegally used, or inappropriately occupied lands processed by INCODER with LRDP support (custom)	300	PO3 Number of bottlenecks and constraints affecting GOC institutions in restitution, formalization, rural development and/or IKM systems resolved as a result of LRDP assistance (custom)	45
	Increase GOC capacity to issue more land titles	O2.1 Number of titles registered (custom, LTPR Division Indicator iv)	1,000	2.2.1 Number of targeted municipalities in which the formalization program is operating as a result of program assistance (custom)	4
Component 3: Increase opportunities for sustainable licit rural livelihoods in conflict-affected areas	Facilitate public-private partnerships	NA	NA	3.4.1 Number of new LRDP-supported public-private partnerships (PPPs) formed (Standard Foreign Assistance Indicator)	1
	Support GOC regional entities to maximize the use of funds allocated from the national level	O3.1 Percentage increase in national-level resources allocated in targeted LRDP regions (custom)	5%	3.1.2 Number of local government investment programs with targeted financing in focus regions with LRDP support (custom)	17
Component 4: Strengthen the GOC's capacity to monitor and evaluate restitution, formalization, and rural development programs	Facilitate and improve access to information through the operation of the "land node," a single technological platform that integrates data from various GOC information systems	NA	NA	4.1.1 Number of information systems effectively sharing and reporting land and rural development information as a result of LRDP assistance (custom)	10
	Strengthen the capacity of the GOC to monitor and evaluate land and rural development initiatives			O4.1 Percentage increase in the IKM capacity index score of land and rural development institutions to consolidate, share and report M&E information (custom)	5% above baseline

*The new GOC administration is currently defining targets for the 2014-2018 period. **Indicators dependent upon data reported by government land and rural development institutions. ***Indicators that will be systematically reported by LRDP's monitoring and evaluation systems. ****All program deliverables include both quantitative and qualitative analysis to better reflect progress towards established results.

LRDP WORKS IN 57 MUNICIPALITIES ACROSS FOUR FOCUS REGIONS

LRDP regional offices are operational in Montes de Maria, Cauca, Meta and Cesar. A smaller satellite office serving Southern Tolima will be up and running shortly.



ANNEX D. MEDIA LIST

MEDIA LIST

COVERS OCTOBER 1 – DECEMBER 31, 2014

News where USAID LRDP is referenced:

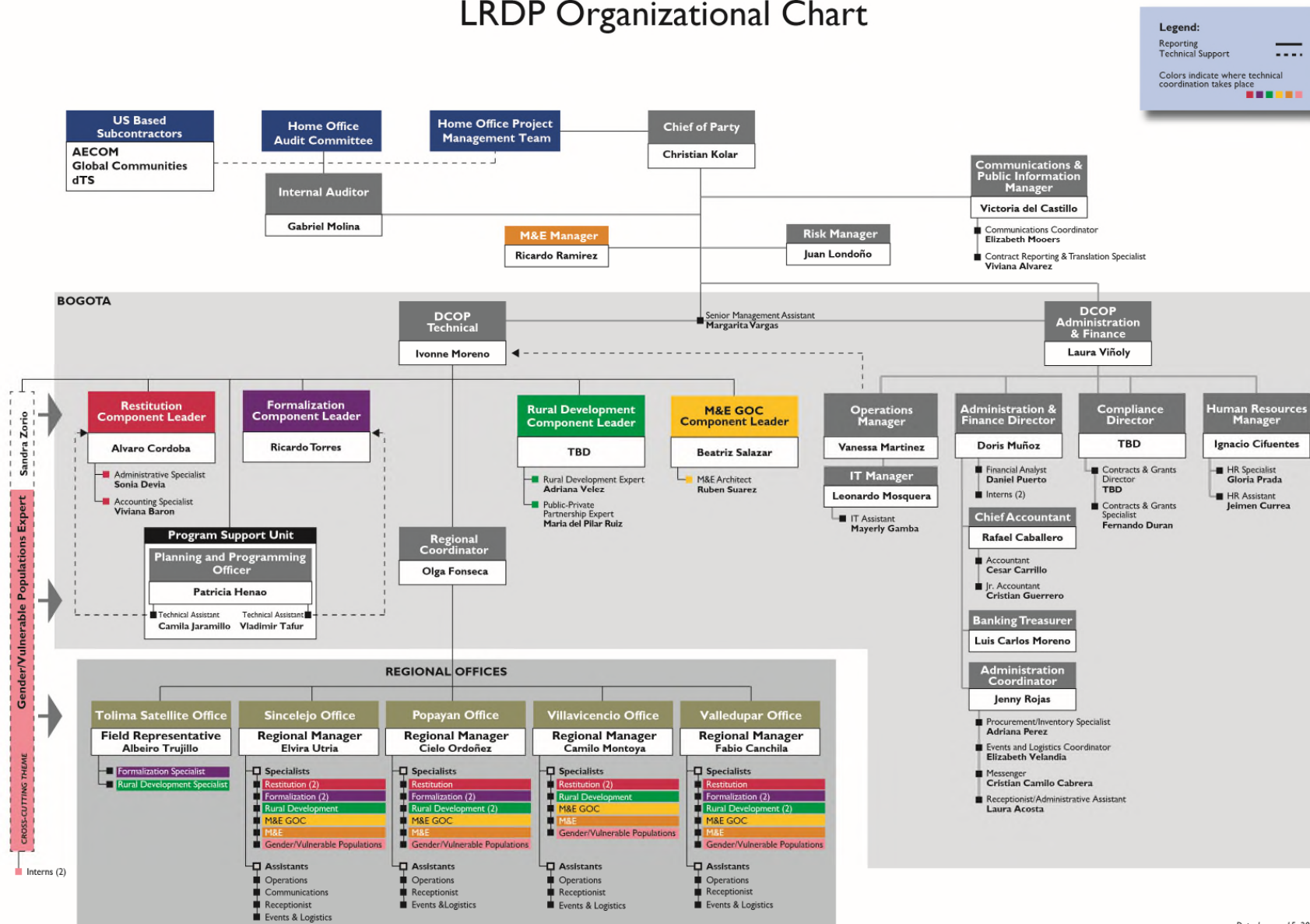
- "Alta informalidad en tenencia de la tierra rural en Sucre," El Universal, November 18, 2014, <http://www.eluniversal.com.co/regional/sucre/alta-informalidad-en-tenencia-de-la-tierra-rural-en-sucre-177093>
- "Discriminación de género," El Meridiano de Sucre, November 17, 2014, <http://www.elmeridianodesucre.com.co/agro-y-economia/item/50460-discriminacion-de-genero>
- "El 55 % de la tierra es informal: Usaid," El Meridiano de Sucre, November 16, 2014, <http://www.elmeridianodesucre.com.co/agro-y-economia/item/50395-el-55-de-la-tierra-es-informal-usaid>
- "Crean la clínica de casos de restitución de tierras," Vanguardia, November 4, 2014, <http://www.vanguardia.com/santander/barrancabermeja/285678-crean-la-clinica-de-casos-de-restitucion-de-tierras>
- "Impulsan programa de tierras y desarrollo rural para Montes de María," El Universal, October 26, 2014, <http://www.eluniversal.com.co/regional/sucre/impulsan-programa-de-tierras-y-desarrollo-rural-para-montes-de-maria-139755>

News and recent reports of potential interest to USAID:

- "South American commodity boom drives deforestation and land conflicts," The Washington Post, December 31, 2014, http://www.washingtonpost.com/world/the_americas/south-american-commodity-boom-drives-deforestation-and-land-conflicts/2014/12/31/0c25e522-78cc-4075-8b21-31bcc3e0fddb_story.html
- "In Colombia, a palm oil boom with roots in conflict," Washington Post, December 30, 2014, http://www.washingtonpost.com/world/the_americas/in-colombia-a-palm-oil-boom-has-its-roots-in-years-of-fighting/2014/12/29/ae6eb10c-796b-11e4-9721-80b3d95a28a9_story.html
- "Resettling Colombia: Land restitution a difficult step in the right direction," The Globe and Mail, December 30, 2014, <http://www.theglobeandmail.com/news/world/resettling-colombia-land-restitution-a-difficult-step-in-the-right-direction/article22244258/>
- "Colombia's poor hit by tardy progress on land restitution, says Amnesty," The Guardian, November 27, 2014, <http://www.theguardian.com/global-development/2014/nov/27/colombia-poor-tardy-progress-land-restitution-amnesty>

ANNEX E. ORGANIZATIONAL CHART

LRDP Organizational Chart



Date: January 15, 2015

ANNEX F. LRDP'S SUPPORT TO GOC INFORMATION SYSTEMS

The systems described below relate to LRDP's work under sub-activity 4.1.2.a. and support the effective and coordinate implementation of restitution policy to benefit rural Colombians who are claiming land that was stolen or abandoned.

System or Application Name	Entity	System's or Application's Objective	System Overview
System for Monitoring IGAC Intervention in Land Restitution Process and Post-Ruling Actions	IGAC	<ul style="list-style-type: none"> Monitor compliance with requests submitted to IGAC regional offices. Ensure a response is provided to any requests made and that such responses are in compliance with the timeframe stipulated under Law 1448 of 2011. 	<p>This is a java-based system to monitor IGAC intervention in the land restitution process and in post-ruling actions. It will serve as a registration and alert system in fulfilling requests received by the LRU, judges and magistrates who specialize in land restitution. Its scope will be nationwide and all regional IGAC offices in the country will be able to access it.</p> <p>It will:</p> <ul style="list-style-type: none"> Provide information management, monitoring and alerts for applications received by the appropriate agencies in each stage (administrative, judicial and post-ruling) of the process. Monitor requests made by the LRU, Judges and Magistrates who specialize in restitution. Oversee how applications are received in accordance with the legal framework and in compliance with the obligations set forth in Law 1448.
National Cadaster System	IGAC	<ul style="list-style-type: none"> Improve access to cadastral information, especially in relation to the identification of property in virtue of its location, conditions and attributes, in order to respond to requests for restitution, formalization and rural development within the timeframe determined by law. 	<p>LRDP supports the recovery and conversion of data and the systematization of information in the National Cadaster System in order for it to be interoperable and shared with other entities working on land issues. The system is publicly available and based on a national parcel number that relates to each property.</p> <p>The system contains the following variables:</p> <ul style="list-style-type: none"> A basic info sheet about a property (<i>ficha predial</i>) Property plans Georeferenced cartographic map which delineates the individual lots that make up the area (<i>carta catastral</i>) Exact location of the property An official document that specifies property characteristics for legal purposes (<i>un certificado catastral</i>) Property characteristics.

System or Application Name	Entity	System's or Application's Objective	System Overview
Property Title Study System	SNR	<ul style="list-style-type: none"> Systematize and track reports of title studies for properties that have been registered and are now being claimed by victims through the restitution process. These studies are then submitted to the Land Restitution Unit as supporting evidence in legal proceedings. 	<p>This system will have national coverage for all the ORIPs in the region and the SNR and ORIPs will have exclusive access. Functions include:</p> <ul style="list-style-type: none"> The user will be able to create new studies conducted for restitution purposes (known as "<i>estudios tradicionales</i>" in Spanish) and will be able to consult and modify them. It will allow uploading of PDF files up to 30MB. A standardized mechanism will be provided for on-site lawyers so that they may fill out the appropriate form and return it to the governmental or administrative entity requesting such information. The system will be designed so the user can send emails to the applicant with information from the study signed by the director of the land delegation. The system will generate a detailed summary of the overall progress and the advances made in each title study on a property that has been registered and is now being claimed by victims through the restitution process. It will generate alerts when the timeframe within which the property title study must be conducted is about to expire. It will allow for the property title study to be assigned to a lawyer from a parameterized dropdown menu. It will allow for the printing of a form which will be useful when requesting background/historical records from the registry offices. The land delegate must agree to this form. The director of the land delegation and each attorney's supervisor must approve the title studies on properties that have been registered and are now being claimed by victims.
Restitution Judgment and Application Monitoring System	SNR	<ul style="list-style-type: none"> Monitor and generate alerts for restitution judgments and orders issued by judges to the Superintendent land delegate in order to respond and comply with the terms established by law. 	<p>Functionality:</p> <ul style="list-style-type: none"> The user will be able to view, create or modify a legal decision in order to track it. The system must provide a mechanism that allows for the massive upload of legal decisions which should be tracked. This massive upload must come from either an excel document or from plain text. The system will allow the ORIP to inform the land delegate when a legal decision has been received and complied with by modifying the magnetic property file (FMI) entries. The system shall allow for the generation of statistical information on legal decisions and verified annotations.
Exemptions System	SNR	<ul style="list-style-type: none"> Improve SNR's "Exemptions System" in order to access property information from the two consultation systems: Tape-based files (Folio Magnético) and Registry Information System (SIR). 	<p>Exempt certificates are property title certificates which the SNR authorizes to be issued at no cost to the state to entities that are defined by law as being exempt from registration fees. System elements:</p> <ul style="list-style-type: none"> This system includes the required security and authentication elements and an end user interface that allows customers authorized by the SNR to issue property title certificates at no cost. The Exempt Certificates option allows the user to generate certificates for free, as well as generate requests for the production of such certificates, look up the certificates by their assigned application code and to download the certificates for future use.

System or Application Name	Entity	System's or Application's Objective	System Overview
Claim Monitoring System/Judicial Module	LRU	<ul style="list-style-type: none"> Systematize the management, creation and reporting of claims arising from the land restitution process in all of the regional LRU offices, in order to comply with Presidential Directive 04 of 2012 concerning the paperless/digital case file. 	<p>This system allows:</p> <ul style="list-style-type: none"> Claims Management and Production Production of Paperless Claims – The claims will be in electronic format. Interoperability with the Superior Judicial Council. Integration with Digital Files. All LRU legal and administrative officials at national and regional level will have access. Easy Document Management starting with inclusion of requests for restitution in the register. Lawyers working on restitution cases shall have a centralized repository/clearing house to consult properties, applicants, nuclear family. Speedy production of claims based on stored information. Centralized control over claims. Assignment and monitoring of attorneys. Automatic generation in the information system of any changes in judicial proceedings.
National Sentence Monitoring System	LRU	<ul style="list-style-type: none"> Systematize all land restitution sentences issued by the Superior Judicial Council so that all the entities involved are in compliance with restitution orders. 	<p>The systems will be developed in Java and all LRU offices will be able to access it. It will:</p> <ul style="list-style-type: none"> It will generate alerts and monitor the entities involved in each of the orders described in each restitution sentence. The information will be unified, standardized and digitized in a repository controlled by the National Directorate. The information will be available on line and in real time. Allows for the monitoring of compliance with internal orders (LRU offices) and the monitoring of external orders (state entities) There will be controlled access to data, as users will only be able to access information on sentences that they are working on. After the information has been collected, this will serve as a starting point for the management of the post-ruling process as defined by the entity and in accordance with the macro processing of land restitution in the country. This system shall contain the following monitoring variables: NEW RECORD COUNT NUMBER ID IN THE RESTITUTION SYSTEM REGIONAL OFFICE COURT/TRIBUNAL FILED DATE ENTITY THAT BEGINS THE PROCESS NAME OF APPLICANT / RECIPIENT TYPE OF IDENTIFICATION IDENTIFICATION NUMBER SEX GENDER DEPT. MUNICIPALITY CORREGIMIENTO (SUBDIVISION OF A COLOMBIAN MUNICIPALITY) VEREDA (THE ADMINISTRATIVE SECTION OF A MUNICIPALITY, SMALLER THAN A CORREGIMIENTO)

			NAME OF LAND PLOT/PARCEL FMI CATASTRAL SCHEDULE AREA (HA) TYPE OF LAND PLOT/PARCEL (RURAL / URBAN) TYPE OF ORDER (Art.91 and SGTES LAW 1448 OF 2011, and DCTOS REGLAM.) DESCRIPTION OF ORDER TYPE OF APPLICATION DIFFERENTIAL APPROACH LRU OFFICE REGIONAL ENTITY WHO RECEIVES THE ORDER TYPE OF GENERAL MEASURE TYPE OF SPECIFIC MEASURE TIMEFRAME COMMENTS/OBSERVATIONS JUDGMENT NOTICE DATE COMPLIANCE WITH THE ORDER STAGE OF COMPLIANCE WITH THE ORDER ESTIMATED DATE OF COMPLIANCE BY STAGE START DATE FOR STAGE FINAL DATE FOR STAGE OBSTACLES OR LIMITATIONS IN MEETING THE ORDER CALENDAR DAYS PASSED FOR EACH STAGE DATE OF FINAL COMPLIANCE WITH THE ORDER CALENDAR DAYS PASSED FOR COMPLIANCE WITH THE ORDER REQUESTS FOR CLARIFICATION DELIVERY DATE OF REQUEST FOR CLARIFICATION DATE OF THE CLARIFYING LEGAL DECISION/RULING ADDITIONS DATE ON WHICH THE CLARIFYING LEGAL DECISION/RULING SHALL BE ADDED TO THE SENTENCE COMMENTS/OBSERVATIONS 2
Ethnic Restitution Module	LRU	<ul style="list-style-type: none"> Systematize, by way of an LRU registration system module, all restitution requests filed by those seeking restitution involving land on which indigenous communities, black, Afro-Colombian, <i>Raizal</i> and / or <i>Palenquera</i> communities lived and which was then stolen and/or abandoned. 	This system will allow the state to manage restitutions requests for ethnic territories. Once the case has been admitted to this list of claimants and upon final analysis, investigation and verification of the case, it may be presented to a judge in order to receive restitution or formalization. To register these applications the system will contain a feature that allows for the following entries to ensure that registration is complete for that ethnic group: Description of the situation, Application Registry, Preliminary Study, Targeting (<i>focalización</i>) and Characterization. Similarly, the implementation of this registration process will have consolidated information about each application filed.

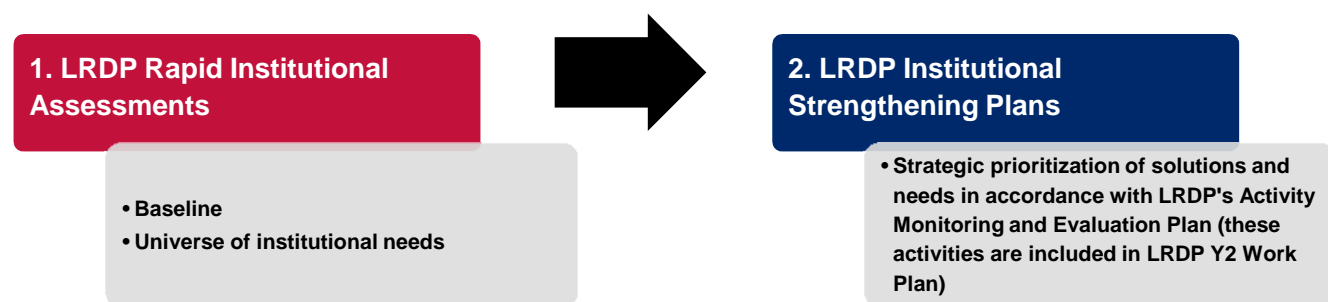
ANNEX G. LRDP'S INSTITUTIONAL STRENGTHENING APPROACH TO ACHIEVE RESULTS

LRDP is at its core an institutional strengthening program. As Section C.2 of the contract states:

“The purpose of the Project is to strengthen the capacity of GOC institutions, and other actors to develop tools, systems, and skills that will enable it to fulfil its mandate to resolve land issues at the heart of the conflict. The five-year project will build capacity of GOC institutions to administer and manage programs to restitute land to victims of conflict, extend land titling and formalization in prioritized rural areas, and promote sustainable and comprehensive rural development that enables land beneficiaries to make productive and sustainable use of their land.”

The Program's mandate is not to resolve land and rural development issues itself, but **to strengthen** the many GOC regional and national entities involved in the sector to improve the effectiveness of the land and rural development public policies through targeted technical assistance. The activities outlined in the LRDP Year 2 Work Plan will build the capacity of GOC entities, which, in turn, will benefit the rural population by providing more effective and streamlined services to facilitate access to land and rural development initiatives. Strengthened GOC entities will be able to **reach more people** in a **shorter time-period** and more **cost effectively** with needed land and rural development initiatives.

As a starting point, LRDP carries out a diagnostic phase, which involves a Rapid Institutional Assessment (RIA) to identify bottlenecks that inhibit the ability of GOC entities to accomplish their goals effectively (many RIA's were completed during Year 1). The RIA allows the Program, along with the GOC, to prioritize the three to four areas requiring support. This results in the development of a detailed institutional strengthening plan that the program will use as a guide for working with GOC entities at both the national and regional levels.

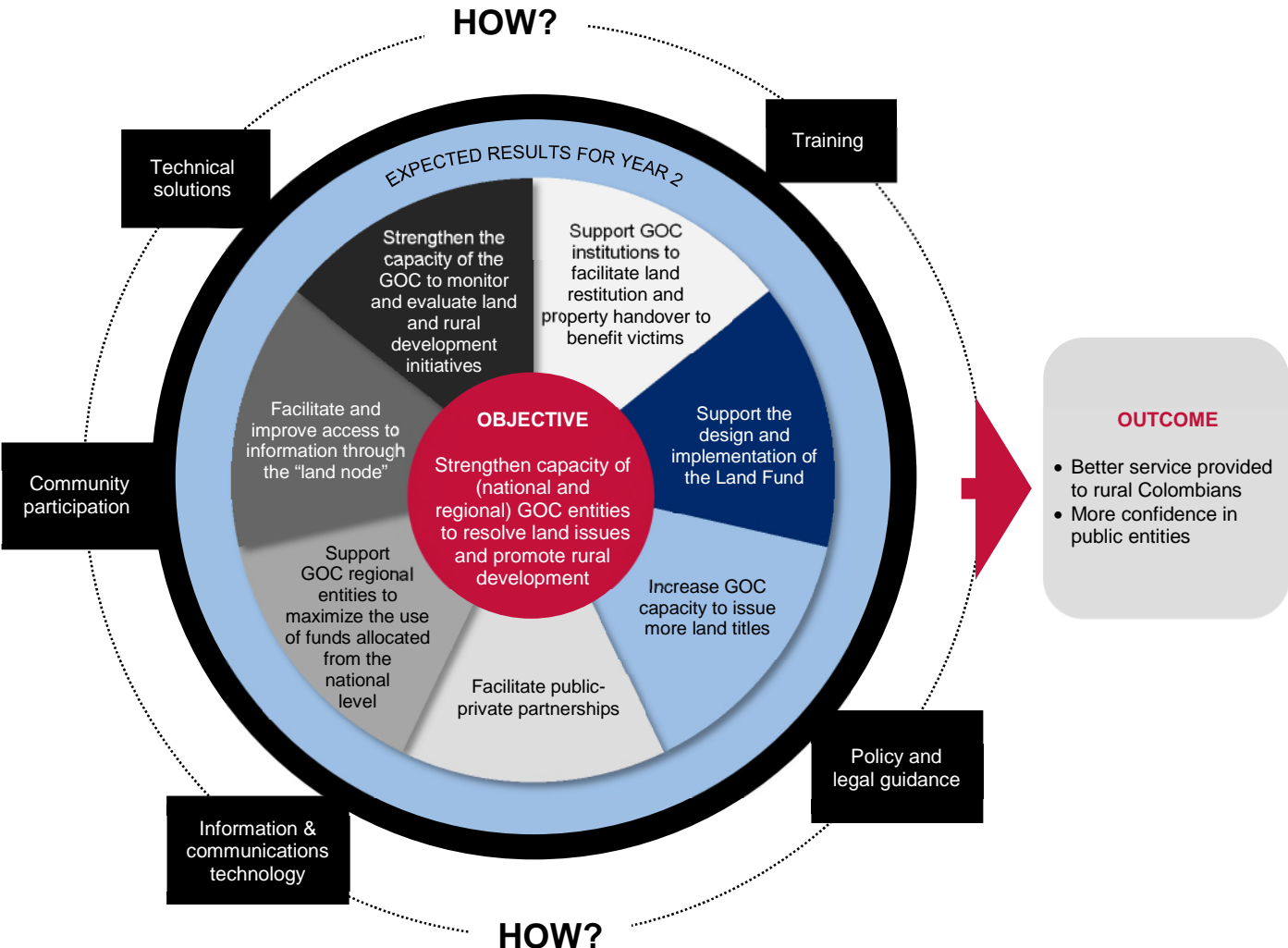


The primary approaches the Program will use (presented below and in Figure 1) in Year 2 cut across all four components and are critical to achieve required results. The tools at our disposal to implement this program will strengthen synergies between LRDP components and facilitate an integrated strategic approach to activity implementation. While the approaches used for program implementation must be dynamic and flexible to respond to changing needs, the various types of support presented below are intended to remain the same throughout the implementation of the entire period of performance of the contract.

- a. Deliver technical solutions to improve efficiency of land management and rural development processes.** In addition to USAID, the Program's client is the Colombian rural population—which includes women and vulnerable populations. Through direct technical assistance (provided by LRDP's long-term technical staff in its national and regional offices), international and national short-term consultants, local subcontracts and grants, the Program will support GOC entities to reach the rural population to help solve specific problems and obstacles hindering the delivery of much needed support and services.
- b. Provide training to representatives from GOC entities to strengthen the implementation of land and rural development initiatives.** The Program will use proven methodologies to train public officials to carry out the mandates of their specific entities, focusing on the development of sustainable training strategies and modules that can be replicated. Enhanced human resource capacity will help resolve specific bottlenecks and promote sustainability which is LRDP's core mandate.
- c. Deliver high-level policy and legal guidance.** Through technical assistance, training and promoting dialogue, LRDP will support necessary improvements and changes to the normative and legislative process. We anticipate that strategic changes to the legal/policy framework will be necessary to benefit the campesino as he/she strives to gain secure access to land and rural development opportunities. This may include working with relevant GOC entities to provide input to policy initiatives underway, decrees, and administrative modifications. Engagement and support to the Rural Mission, Peace Commission, and National Development Plan (NDP) are particularly critical, since each initiative will establish policies (as well as resources, in the case of the NDP) that are critical for the land agenda supported by LRDP. More importantly, these crosscutting initiatives incorporate many priorities outlined under the first point of the peace negotiations—related to integrated rural development reform.
- d. Provide information and communications technology tools.** Through the provision of direct technical assistance and training, the Program will work with GOC entities to use information and communications technology as a tool to speed up and develop efficiencies in land management and rural development. Information management in Colombia is fragmented, expensive and unreliable, which hampers institutional capacity to carry out their mandates and monitor their progress in matters of land and rural development. An overarching and continuing program intervention is to support GOC entities to optimize availability, quality and timeliness of relevant information. The Program will directly engage relevant GOC entities to establish a *land node* (centralized information and communications platform, established by the 2011 Victims Law) to expand access to information to those who need it and to ensure that the entities make their information systems interoperable with one another. Supporting the GOC to maximize the use of the National System for Evaluation of Public Sector Performance (SINERGIA) will remain a key priority throughout program implementation. Achieving inter-agency information coordination may require improving the quality of specific public policies.
- e. Promote community participation.** The Program will continue to provide support to GOC entities and civil society to promote and facilitate community participation in resolving problems related to titling, rural development, and land restitution. LRDP will help to build a stronger link between GOC entities and communities that is essential for the success of land and rural development reform and building social capital. Greater community participation through mechanisms to promote dialogue and share up to date and reliable information will build confidence between community members

and regional entities. To ensure that GOC entities are finding “client-led” solutions to identified problems, the Program will facilitate venues to promote results-based dialogue between key GOC actors and the community, emphasizing the active participation of women and ethnic minorities in the process. An essential element for rebuilding citizen trust in the GOC is to strengthen relevant entities to provide information about how to access available public services for restitution, formalization, and rural development.

FIGURE 1: LRDP STRENGTHENS INSTITUTIONS



During FY15Q1, the Program initiated actions on 50 sub-activities outlined in the LRDP Year 2 Work Plan. More details on progress towards Work Plan goals is included in the body of this report. To better understand the strategic approach behind each sub-activity, please consult the chart below:

COMPONENT 1: INCREASE CAPACITY OF THE GOC TO RESTITUTE LANDS TO VICTIMS OF CONFLICT

Required Result 1.1: Increase capacity of national and local LRUs to implement the land restitution policy throughout Colombia

ACTIVITY	SUB-ACTIVITY	STRATEGIC APPROACH
Activity 1.1.1: Introduce performance management systems that link budgets, action plans, and procurement to results and provide enforcement mechanisms	Activity 1.1.1.a: Improve management capacity and skills of senior LRU officials (STTA)	Technical Solution
Activity 1.1.2: Strengthen risk-management to protect LRU staff, victims, and field assistants	Activity 1.1.2.a: LRU security protocols updated (STTA)	Technical Solution
	Activity 1.1.2.b: Support pilot community participatory non-technical survey as part of the demining processes (Grant)	Technical Solution
Activity 1.1.3: Support the LRU Compensation Fund to assist victims with debt relief	Activity 1.1.3.a: Support the design and train staff in the use of the Compensation Fund's Financial Model	Technical Solution

Required Result 1.2: Support, strengthen, and/or improve legal and administrative procedures that govern land restitution policy and advocate adoption of approaches to ensure that GOC meets its targets for restitution

ACTIVITY	SUB-ACTIVITY	STRATEGIC APPROACH
Activity 1.2.1: Support the design and implementation of a training strategy for relevant GOC entities responsible for implementing land restitution policy as well as for land restitution policy beneficiaries	Activity 1.2.1.a: Design and conduct in depth technical courses tailored to specific audiences within the LRU. These courses will include restitution processes, environmental regulation, and other topics. (Subcontract/STTA)	Training
Activity 1.2.3: Support information and knowledge management (IKM) framework to improve administrative and judicial processing of restitution claims in the LRU	Activity 1.2.3.a: Support the implementation of the LRUs Integrated Management System (document management process/digital record) (Subcontract/STTA)	Information and Communications Technology
Activity 1.2.4: Strengthen procedures and approaches in the land restitution policy to broaden participation of women, children, teenagers, and Afro-Colombian and indigenous populations	Activity 1.2.4.a: Build a common language and priorities for restitution (Grant)	Community Participation
	Activity 1.2.4.b: Conduct an assessment to identify and classify the land seized from ethnic communities. (STTA)	Community Participation
	Activity 1.2.4.c: Disseminate, solicit feedback, and implement judicial tools available to women with respect to differential restitution procedures (STTA)	Community Participation
	Activity 1.2.4.d: Provide training on land rights with a differential approach (Direct implementation)	Community Participation

Required Result 1.3: Build institutional capacity of entities involved in the land restitution process, ensuring more effective interagency coordination in the fulfilment of their mandates, both in the administrative and judicial stages of the process and to comply with respective sentences

ACTIVITY	SUB-ACTIVITY	STRATEGIC APPROACH
Activity 1.3.1: Catalyze inter-agency coordination through activating working groups as established by the law for land restitution policy implementation: Regional Transitional Justice Committees, restitution subcommittees, and Local Operational Committee for Land Restitution	Activity 1.3.1.a: Activate the capacity of land restitution subcommittees (part of municipal transitional justice committees) to implement inter-agency agreements and action plans, prepare budgets, and support victim reparation in LRDP regions (Direct Implementation, Subcontract)	Technical Solution
	Activity 1.3.1.b: Strengthen the implementation of communication strategies of relevant GOC entities for internal processes as well as for the community (Direct Implementation)	Technical Solution
Activity 1.3.2: Provide technical assistance to regional entities to fulfill their obligations related to the land restitution policy	Activity 1.3.2.a: Strengthen the capacity of municipalities to implement land restitution policy for budgeting and allocation of resources within existing mechanisms (Direct Implementation, Subcontract)	Technical Solution
	Activity 1.3.2.c: Impact the National Development Plan, promoting the allocation of national budget resources to municipalities and other GOC entities related to restitution, for the implementation of restitution policy (Direct Implementation, STTA)	Technical Solution
Activity 1.3.3: Support interconnection of rural cadaster, property registries, and update records	Activity 1.3.3.a: Conduct a pilot of parcel identification that simultaneously serves cadaster survey and restitution and formalization processes (Subcontract)	Information and Communications Technology
Activity 1.3.4: Support analysis of judicial rulings and strengthen the institutional capacity to apply sentences of post-judicial ruling actions in the land restitution legal framework	Activity 1.3.4.a: Propose solutions for dealing with secondary occupants (Direct Implementation, STTA, Subcontract)	Technical Solution

COMPONENT 2: STRENGTHEN THE CAPACITY OF THE GOVERNMENT OF COLOMBIA TO FORMALIZE RURAL PROPERTY

Required Result 2.1: Increase capacity of INCODER and GOC institutions to improve and implement agrarian administrative processes related to public land titling and management

ACTIVITY	SUB-ACTIVITY	STRATEGIC APPROACH
Activity 2.1.1: Reform administrative procedures and agrarian processes for the titling of state-owned land	Activity 2.1.1.a: Carry out a legal analysis and propose recommendations aimed at improving the public land titling processes and other public land access mechanisms (Subcontract, STTA)	Technical Solution Information and Communications Technology Policy and Legal Guidance
Activity 2.1.2: Create or strengthen institutional capacity for the administration of all agrarian processes related to rural property	Activity 2.1.2.a: Propose an appropriate institutional model for the effective implementation of all agrarian processes related to land administration (Subcontract, STTA)	Technical Solution Information and Communications Technology Policy and Legal Guidance

Activity 2.1.2: Create or strengthen institutional capacity for the administration of all agrarian processes related to rural property	Activity 2.1.2.b: Submit proposals to strengthen the policy framework related to the social land tenure use management (Subcontract, STTA)	Technical Solution Information and Communications Technology Policy and Legal Guidance
Activity 2.1.3: Facilitate women's access to formalization and titling of collective territories, and advocate for gender and ethnic-differentiated approaches	Activity 2.1.3.a: Formalization of territorial rights for Afro-Colombian communities - Pilot project in Northern Cauca coordinated with ACIP (STTA, Workshops)	Policy and Legal Guidance Community Participation
	Activity 2.1.3.b: Analysis of discrimination to women in three different formalization processes (STTA)	Policy and Legal Guidance Community Participation

Required Result 2.2: Increase capacity of the MARD and GOC institutions to execute rural property formalization on public and private lands

ACTIVITY	SUB-ACTIVITY	STRATEGIC APPROACH
Activity 2.2.1: Develop a legal framework to support massive formalization policies by the GOC	Activity 2.2.1.a: Support the government in dissemination of the formalization bill to congress and other stakeholders (Subcontract)	Policy and Legal Guidance Technical Solution
	Activity 2.2.2.a: Support the catalytic inter-institutional coordination (Direct Implementation, STTA)	Technical Solution Information and Communications Technology Policy and Legal Guidance Community Participation
Activity 2.2.2: Strengthen the institutional capacity of the MARD and authorities involved in the design and implementation of efforts for mass land formalization	Activity 2.2.2.b: Design a methodology for the development and implementation of municipal formalization plans (STTA)	Technical Solution Information and Communications Technology Policy and Legal Guidance Community Participation
	Activity 2.2.2.c: Identify bottlenecks and best practices and provide recommendations to the government on 1) regulatory, 2) institutional, 3) gender, 4) economic aspects, based on the results of the Montes de Maria Formalization Pilot (STTA)	Policy and Legal Guidance Community Participation
	Activity 2.2.2.d: Support the design of the National Adjudicated Land Registration Plan (STTA)	Technical Solution Information and Communications Technology Policy and Legal Guidance
	Activity 2.2.2.e: Develop and implement the private property mass registration pilot, and pilot based analysis of bottlenecks and recommendations (Subcontract, STTA)	Technical Solution
	Activity 2.2.2.f: Identify the gap in unregistered adjudication resolutions (database cross-referencing) (STTA)	Technical Solution Information and Communications Technology
	Activity 2.2.3.a: Execute pilot in Montes de María in 3 ways: a) restitution formalization, b) FNA property transfer, c) Agreement 266/11 (STTA)	Policy and Legal Guidance Technical Solution Community Participation
Activity 2.2.3: Strengthen capacity of departments and municipalities to support land formalization	Activity 2.2.3.b: Continue implementation of the pilot for the mass registration of adjudications (Subcontract)	Policy and Legal Guidance Technical Solution Information and Communications Technology
	Activity 2.2.3.c: Formulate and begin implementation of municipal plans in LRDP regions (STTA)	Policy and Legal Guidance Technical Solution Community Participation

Required Result 2.3: Increase capacity of INCODER and GOC institutions to recover illegally purchased, illegally used, or inappropriately occupied lands, and their management to be used in land and rural development programs

ACTIVITY	SUB-ACTIVITY	STRATEGIC APPROACH
Activity 2.3.1: Support the incorporation of all former National Narcotics Directorate (DNE) lands and other properties into the GOC Land Bank	Activity 2.3.1.a: Establish the Land Fund/Bank (guidelines proposed for the establishment and management of the land fund) (STTA, Subcontract)	Policy and Legal Guidance Technical Solution
	Activity 2.3.1.b: Define land recovery strategies for the Land Fund/Bank (estimate of lands potentially recoverable) (STTA)	Policy and Legal Guidance Technical Solution
Activity 2.3.2: Improve the agrarian and legal processes for the recovery and administration of the state own lands	Activity 2.3.2.a: Legal review and analysis of the status of agricultural and forfeiture processes (STTA)	Policy and Legal Guidance Technical Solution
	Activity 2.3.2.b: Propose judicial procedures to resolve difficult cases related to property demarcation (STTA)	Policy and Legal Guidance Technical Solution
	Activity 2.3.2.c: Propose improvements in the administration and use of recovered land (STTA)	Policy and Legal Guidance Technical Solution

COMPONENT 3: INCREASE OPPORTUNITIES FOR SUSTAINABLE LICIT RURAL LIVELIHOODS IN CONFLICT-AFFECTED AREAS

Required Result 3.1: Increase capacity of national and local GOC entities to design, coordinate, and implement rural development plans with territorial focus and promote community participation

ACTIVITY	SUB-ACTIVITY	STRATEGIC APPROACH
Activity 3.1.1: Support development of the GOC 2014–2018 National Development Plan and draft guidelines based on sound regional evidence to improve interagency coordination and prioritize regions giving a special focus on victims, women, ethnic minorities, and landless poor farmers, and determine budget allocations	Activity 3.1.1.a: Provide rural development and specific gender inputs to the 2014–2018 National Development Plan (Direct Implementation, STTA)	Policy and Legal Guidance
Activity 3.1.2: Support the formulation and implementation of local and regional development plans to prioritize infrastructure and service delivery projects, and develop five-year budgets	Activity 3.1.2.a: Prepare a toolbox to support PDRIET formulation and implementation (STTA)	Technical Solution